



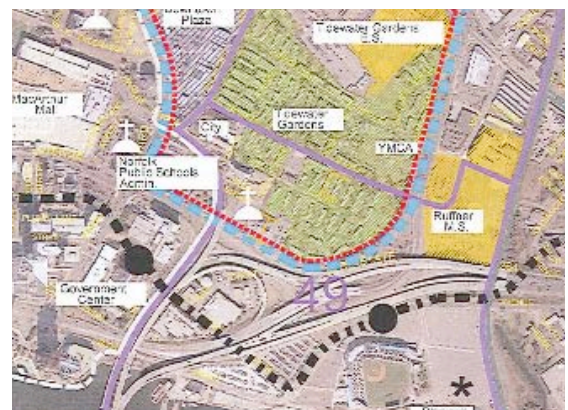
EXPANDED ST. PAUL'S AREA/ TIDEWATER GARDENS COMMUNITY

Norfolk Redevelopment and Housing Authority

Norfolk, VA

Application for

2010 CHOICE NEIGHBORHOODS INITIATIVE PLANNING



**Choice Neighborhoods
Planning Grant**

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

**OMB Approval No.
2577-0269
(exp. 2/28/2011)**

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.

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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).

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Exhibit A: Executive Summary

Norfolk Redevelopment and Housing Authority—Norfolk, Virginia

File Name: NRHAExhibitA.pdf

Exhibit A: Executive Summary

A.1 Target Neighborhood's Need for Planning Grant. The Expanded St. Paul's target area, including Tidewater Gardens, stands in stark contrast to the adjacent Central Business District. St. Paul's Boulevard separates these areas with downtown on the West side and Tidewater Gardens on the East side.

Tidewater Gardens was built in 1955 and consists of 618 severely distressed public housing units on 43 acres, in census tract 48, with a poverty rate of 63.5%. The census tract just north of Tidewater Gardens has an even higher poverty rate—75.9% (CT 42). The target area also includes the nearby Calvert Square public housing community, with 310 units built in 1957. A third public housing development is nearby, although outside the study area: Young Terrace, 752 units built in 1954. The community is served by three poor-performing schools: *Tidewater Elementary* (adjacent to Tidewater Gardens); *Ruffner Middle School* (Persistently Poor-Performing), immediately east of Tidewater Gardens; and *Booker T. Washington High School*, located within one mile. Crime data for the target area indicates 20.43 Violent Crimes per 1,000, versus 7.14 for the city—nearly three times as high. The Downtown Plaza shopping center that served this community failed. In all, the area is home to 1,680 very low-income public housing families in a deteriorating neighborhood that contains nearly 20 acres of distressed properties.

Across St. Paul's Boulevard, the CBD poverty rate is a low 10.6% (CT 49). The Downtown area experienced the strongest growth of any city in the country in the 1990s. Restaurants, new hotels and high-rise office buildings have been developed, along with substantial waterfront revitalization. Innumerable assets in the downtown make it vibrant, including: Light Rail (to open May 2011); Scope Arena and Chrysler Hall; six historic churches; Norfolk Government Center; Nauticus; and the USS Wisconsin.

A.2 Neighborhood Assets To Build Upon. As also seen in Attachment 15, the redevelopment plans can draw on many positive assets, including community and supportive service organizations (STOP, churches, Hampton Roads Community Health Center, Hunton YMCA); infrastructure and major buildings (Light Rail system, a planned Harbor Park multi-modal Transport Center, retail and commercial

corridors, Scope Arena, Chrysler Hall, MacArthur Center, Huntersville Recreation Center); city land assembly (19.3 acres); historic resources (six churches, Elmwood, Hebrew and Cedar Grove cemeteries); strong market interest in retail, office and entertainment development; and local Stakeholders (City of Norfolk, churches, Post Office, Norfolk State University, Head Start; Habitat for Humanity South Hampton Roads; Tidewater Community College).

A.3 Anticipated Grant Achievements. The City and Norfolk Redevelopment and Housing Authority began planning this area revitalization in 2006, focused on the 115 acres known as St. Paul’s Quadrant—which includes Tidewater Gardens as well as the 20 acres assembled by the City, constituting half of St. Paul’s Quadrant. Following initial analysis of neighborhood assets and liabilities, market studies for housing, office and retail, and extensive community outreach and input, a Vision has been developed for this area—including redevelopment to produce a mixed-income community with one-for-one replacement of the Tidewater public housing units. The master plan calls for development of 378,000 square feet of retail, 260,000 square feet of office, and about 2,000 residential units, as well as parks and open space, new infrastructure, and redevelopment of the schools.

Through a Choice Neighborhoods grant-assisted planning process, NRHA (Applicant) and the City (Co-Applicant) intend to achieve these primary goals: (a) establish the partnerships needed to carry out the redevelopment; (b) develop a financing plan and phasing model for the development in such a way that the replacement public housing units are integrated throughout; (c) address the “edges” of the target area to ensure that the broader community benefits from the initiative; (d) devise strategies for making available community and supportive services to all residents throughout the target area; (e) study storm water problems (exacerbated by the filling of wetlands), road network issues, and connectivity to Downtown, as well as to the Central Brambleton neighborhood; (f) develop an organizational framework for the implementation (e.g., separate authority); and (g) analyze the potential of incorporating the adjacent post office facility (16 acres) into the project.

Exhibit B: Threshold Requirements

Norfolk Redevelopment and Housing Authority—Norfolk, Virginia

File Name: NRHAExhibitB.pdf

Exhibit B—Threshold Requirements

- (1) All **Standard Forms and Certifications** have been signed and included in this application.
- (2) The **Applicant Certification** has been duly signed by all relevant parties and included herein.
- (3) The Applicant is **Submitting Only One Application**, for a Single Public Housing Project.
- (4) Tidewater Gardens is **Not the Subject of a 2010 HOPE VI Revitalization Grant Application**.
- (5) The Authority has **Not Received a HOPE VI Revitalization Grant for Tidewater Gardens**.
- (6) Norfolk Redevelopment and Housing Authority is **Not an ARRA CFRC Grantee** for this site.
- (7) The applicant is a **Public Housing Authority**, and the Co-Applicant is a local government; both are eligible applicants for this program.
- (8) The **Target Neighborhood Meets HUD’s Eligibility Requirements**, with *poverty level* greater than 20%, *Part I crime rate* exceeding 1.5 times that of the city, *served by low-performing schools*, with its *long-term vacancy rate exceeding 1.5 times that of the city/county*, and *targeting a public housing site that is certified as severely distressed*. The neighborhood identified in this application is bounded by generally-recognized neighborhood boundaries.
- (9) This application includes the Norfolk Redevelopment and Housing Authority’s **DUNS Number**.
- (10) Norfolk Redevelopment and Housing Authority [NRHA] has **Active Registration in the CCR**.
- (11) NRHA has **No Outstanding Civil Rights Matters**.
- (12) The applicant is **Not Suspended or Debarred or proposed for Suspension or Debarment**.
- (13) The Norfolk Redevelopment and Housing Authority has **No Delinquent Federal Debts**.
- (14) The Norfolk Redevelopment and Housing Authority has **Certified** in this application to provide **Ongoing Resident Involvement**, and has held numerous meetings over the past three years with resident advisors (TMC) and the residents, addition to other key stakeholders, to discuss the plans that are the subject of this application.

Exhibit C: Capacity

Norfolk Redevelopment and Housing Authority—Norfolk, Virginia

File Name: NRHAExhibitC.pdf

Exhibit C: Capacity

C.1(a) Lead a Planning Effort. Norfolk Redevelopment and Housing Authority has led successful planning efforts *throughout its 70-year history*, including affordable and market-rate housing, area revitalization and commercial/retail development. In addition to its public housing, NRHA has developed 1,087 senior, 2,400 multi-family, 6,282 homeownership, and 1,241 affordable family units. In all, NRHA has planned and developed 14,685 units of housing across the income spectrum, both rental and ownership.

NRHA has undertaken 20 conservation and 21 redevelopment projects. In all, NRHA has redeveloped 6,852 acres—11 square miles. The land uses of NRHA's redevelopment projects include: medical; residential; commercial; schools; campus expansion; institutional; office; retail; industrial and public. Since 1977, NRHA has issued 108 bond transactions, totaling \$397.6 million, including acquisition bonds, commercial industrial bonds; new/rehabilitation of Multi-Family, and retirement community. NRHA has made 3,346 rehabilitation loans and grants in its conservation areas, totaling \$92.7 million.

NRHA Special Projects include: Waterside Festival Market Place (1983); MacArthur Center Mall (1999); Tidewater Community College (TCC)—Norfolk Campus (2000); and the Historic Attucks Theater Redevelopment (2004). The \$34-million TCC campus project received the Economic Development Award from the *International Downtown Association*.

NRHA has in-house planning and development staff, as well as a special *Public Housing Reinvention Team*. *Current staffing includes* three registered architects, a civil engineer, an urban planner and an urban designer. NRHA supplements its planning capacity with well-known advisory firms, such as Andrés Duany; Goody Clancy; Urban Design Associates; Torti-Gallas; and The Communities Group.

Recent projects most similar to the Expanded St. Paul's Area Revitalization include: *Broad Creek Renaissance*. NRHA led the development of the vision and strategy for this area-wide revitalization in 1999-2001, and the project entailed the redevelopment of three adjacent public housing projects with 767 units into a 672-unit mixed-finance, mixed-income community. A larger area was identified for long-term redevelopment; in 2002, the City followed through on its commitment to establish a

Tax Increment Financing District, funding infrastructure and public spaces. NRHA obtained commitments from partners resulting in \$213 million for redevelopment, seeded by a HUD HOPE VI grant. More resources are still forthcoming, including funds to establish a 75,000 square foot Kroc Community Center and a regional library. The City is leading the effort to provide \$28 million to match the \$56 million Kroc grant, including \$28 million for physical development and \$28 million for an endowment to support ongoing operations. Thus NRHA has leveraged HUD's \$33 million to over \$300 million in commitments, all of which have been met and expended, except for the Kroc Center, which is under way. City Agencies involved in this program include: Planning and Community Development, Public Works, Utilities, Libraries, Recreation and Parks, Police, Finance, Human Services, and others. Success of this 10-year sustained program is witnessed to by its market-rate sales program, where homes along-side assisted units have sold at over \$500,000.

Grandy Village. Grandy Village, with 363 current units, sits on 56 acres along the bank of the Elizabeth River. Over ten years, NRHA has implemented a comprehensive rehabilitation and master planning effort for this site, which will result in a mix of rehabilitation and new development, with 654 units. To date, the project has renovated 341 units, including the addition of central air conditioning in 253 units, added 22 new Energy Star town homes, restored wetlands, and just opened a 14,868 square-foot environmental learning center, complete with a pier. This LEED-certified center provides Head Start and early childhood education programs, as well as environmental education to the community. Total revitalization cost to date is \$38.9 million, and has been financed through NRHA resources as well as LIHTC (\$10 million) and bonds (\$16.7 million). Future phases include a senior development, two affordable family developments, and market-rate ownership on the riverfront.

C.1(b) Effective and Meaningful Resident and Community Involvement. NRHA and the City understand the importance of meaningful resident and community involvement, and have learned from their successes and failures in this regard. In the *Broad Creek* redevelopment, NRHA met throughout the plan-

ning process and into the development phases with 14 neighborhood groups, most notably the Historic Broad Creek Civic League, to seek input and brief the community on the project evolution.

In its *redevelopment and conservation projects*, NRHA works with stakeholders to help derive the most apt plans. Examples include: NRHA Builders Guild; Old Dominion University; Norfolk State University; Beacon Light Community Housing Development Organization (CHDO); Plumblin Ministries CHDO; Park Place CHDO; Olde Huntersville CHDO; and the Downtown Norfolk Council.

Efforts to date in developing the Vision for the *St. Paul's* area demonstrate the commitment of the City and NRHA to effective community and resident involvement. This has included:

- Survey of 84% of the households of Tidewater Gardens, addressing employment and education; supportive services; children and youth; economic development; and relocation.
- Focus groups with Tidewater Gardens: seniors and disabled; adults; and teens.
- Public meetings, including a full-day community workshop and regular meetings of the St. Paul's Quadrant Advisory Committee, a group of diverse stakeholders;
- Individual interviews with stakeholders: business and property owners; churches; Tidewater residents; the YMCA and other area service institutions; and City elected officials and staff;
- Tidewater Gardens resident meeting, which attracted more than 100 residents, and a community-wide meeting that attracted over 80 participants;
- A Two-Day Community workshop featuring presentations on market, transportation and urban design analyses for the study area. Break-out sessions focused on: creating mixed-income neighborhoods; designing homes that reflect a range of options; planning for retail services and parking; increasing circulation and accessibility while ensuring safety.

C.1(c) Data Gathering and Analysis. Examples of data gathered and used by NRHA include: rigorous resident needs assessments as noted above; competitive market analyses advising how to position projects for income mixing; physical needs analyses to guide portfolio reengineering; project demographic analysis, reviewed monthly to guide better distribution of incomes; comparison of rehab-in-place versus rede-

velopment for results in income-mixing; longitudinal analysis of property valuations to measure impact of TIF district supported area revitalization; demographic analyses that track household incomes and trends, poverty and crime statistics; mapping to look at densities of families at or below Area Median Income; regular queries and analysis of waiting lists to determine the greatest levels of need and guide long-range development plans; mapping of geographic concentration of Housing Choice Vouchers and NRHA's public housing resources, to also guide the siting of future development.

The *conservation and redevelopment process* requires in-depth study of housing conditions, neighborhood assets and liabilities, population demographics and trends. As projects progress, NRHA tracks impacts on ownership rates, poverty levels, acquisitions, relocations, demolitions, loans, infrastructure improvements and the like, to guide resource deployment. Periodically, NRHA updates its Strategic Improvement Plan for Norfolk's Neighborhoods using extensive quantitative and qualitative analysis, and derives key findings and recommendations. It focuses on best practices, market-rate housing potential, zoning, blighted commercial corridors. Zimmerman/Volk Associates has deployed its proprietary target market methodology to look at supply side and demand side, to inform this planning analysis.

C.1(d) Secure and Integrate Funding Streams. The *Broad Creek Renaissance*, noted above, demonstrates NRHA's ability to secure and integrate funding streams. In addition to NRHA, HUD and City funding, Broad Creek included debt from BB&T, Bank of the Commonwealth, Wachovia Bank, and RBC (\$93.2 million); Virginia Housing and Development Authority (\$29.8 million); CDBG and HOME (\$9.7 million); and in-kind contributions for development and supportive services (\$43.8 million). *Grandy Village* has received \$500,000 from Hampton Roads Transit for the wetlands restoration, and ongoing in-kind contributions from STOP Organization/Head Start; Elizabeth River Project; Norfolk Public Schools; Norfolk Department of Recreation and Parks, and others (\$650,000 annually).

NRHA was the first PHA to receive New Markets Credits, demonstrating its ability to secure and integrate funding. HRV has deployed \$81.1 million in credits, leveraging \$250 million for 12 development projects. HRV has another \$79 million in New Markets Tax Credits set to deploy.

Exhibit D: Need

Norfolk Redevelopment and Housing Authority—Norfolk, Virginia

File Name: NRHAExhibitD.pdf

Exhibit D: Need

D.1 REAC Score. For the period 2006 to 2009, Tidewater Gardens received an average REAC Physical Inspection Score of 57. In 2010, this property received a score of 74, which we believe to be anomalous. We ask that this property's 2009 score be used instead, which is 55, for this rating factor. In the alternative, we ask that the five-year average be used, which is 60.

D.2 Significant Physical Property Deficiencies. Tidewater Gardens was built fifty-five years ago. The extent of structural, building systems and infrastructure deficiencies is such that routine maintenance and cosmetic repairs are insufficient to remedy these deficiencies. See Attachment 10.

D. 3 Major Design Deficiencies. a) The site layout is a super-block pattern, with street penetrations only on the north and west, with none east or south, isolating the site and stigmatizing the residents. There is **no** off-street parking. As downtown has grown upward, this two-story barracks style building type has grown increasingly inappropriate for the area. Several areas of the site experience severe flooding in heavy rains. See attachment 11 for graphic that highlights site design deficiencies. b) Inadequate Room Sizes and Unit Configurations. Units average 27% less space than current standards. They have only one full bathroom, even for three and four bedroom units, and bathrooms are all on the top floor. The units lack adequate storage space and closets. Bathrooms and kitchens are substandard sizes, and have no cabinets or under-sink cabinets; kitchens average only six feet of counter space. c) Lack of Defensible Space. Units face a courtyard, with the vast majority of buildings having their ends facing the street, and thus very few "eyes on the street." Due to lack of off-street parking, and distances from the street to the interior units, there is a lack of safety. Units also have unclear front and back yards and lack divisions between public and private space. d) Adverse Environmental Health Effects. Units are not air-conditioned, and kitchens and bathrooms are not vented to the exterior, resulting in exces-

sive humidity and mold growth. Window air conditioning units reduce light into already dark units. Windows and doors need replacement to conserve energy and reduce unhealthy drafts. e) Inaccessibility. Curb cuts are inadequate. Walkways need repairs and replacement due to tree roots. The non-handicap units are not visitable for disabled residents to and through the first floor, as interior dimensions are too tight and would require relocation of walls and doors, which is prohibitively costly. Fewer than 5% of the units are handicap accessible, and units are not fully adaptable to the needs of persons with disabilities. f) Significant Utility Expenses. Water consumption is the most significant utility cost at Tidewater Gardens. Per a preliminary Energy Audit Report from Ameresco, dated August 4, 2010, most units have 3.5 GPF toilets with a tested average flush rate of 3.7 GPF. Showerheads are rated 2.9 GPM; kitchen and bathroom sinks have average flow of 2.1 GPM. Thus, existing 3.5 GPF toilets are consuming over 200% more water than today's low-flow toilets (1.1 GPF). Showerheads are consuming 66% more than today's water conserving showerheads (1.75 GPM). Bathroom faucets are consuming 40% more than water conserving standards faucets (1.5 GPM). Existing refrigerators consume 458 kWh, versus a comparable Energy-Star refrigerator, which consumes 358 kWh, which is 29% higher than Energy-Star. As a result, Tidewater Gardens utility costs are at least 30% higher than similar, but modern, properties.



Tidewater Gardens floods frequently. Kitchens have very limited counter space. Utilities are mounted on the exterior.

Exhibit E: Plan

Norfolk Redevelopment and Housing Authority—Norfolk, Virginia

File Name: NRHAExhibitE.pdf

Exhibit E: Need

E.1 Planning Activities. NRHA will conduct these planning activities: [Also see budget and schedule]

E.1.1 Housing planning will cover: Design; Income Mix; Tenure; Relocation; Park and Open Space; Related Retail and Commercial Development. Major activities include: a) Establish partnerships to carry out physical redevelopment: residential; commercial; retail; infrastructure; and open space; b) Develop financing plan and phasing model such that the replacement public housing units are integrated throughout; c) Address the “edges” of the area to ensure that the broader community benefits from the initiative; d) Study known stormwater and road network issues; e) Study connectivity to Downtown, as well as to Central Brambleton; f) Analyze the potential of expanding the project footprint, such as by adding in the post office facility (16 acres); and g) Identify Sister Projects (see Subsection E.6).

E.1.2 People planning will cover: Education Cradle to College; Youth; Employment and Training; Supportive Services; Economic Development; and Education. NRHA will: a) Establish the partnerships needed to carry out the social and educational development; and b) Devise strategies for bringing community and supportive services to the housing communities throughout the target area.

E.1.3 Neighborhood planning will focus on: Amenities; Connections; Transportation; and Crime/Safety.

E.1.4 Organization: NRHA and the City of Norfolk will collaborate on the development of a framework for implementing this Transformation Plan (e.g., a separate authority, a TIF district, or a joint venture).

E.1.5 Needs Assessment to Focus on Highest Needs. NRHA will conduct a needs segmentation study to target solutions for children in the area with the highest need, and to then analyze barriers to better educational outcomes in order to group them into clusters, and develop appropriate strategies for each cluster.

E.1.6 Strategy for Building Additional Partnerships. Based on the initial four-month study period, and through a review of evidence-based research and discussions with *Sister Projects*, NRHA will identify other needs and, with input from the Advisory groups, additional partners will be identified to address those needs.

E.1.7 Identify Partners we Plan to Work with, and Why. Principal Team Members will include: Housing: NRHA (Applicant); People/Education: Norfolk Public Schools [NPS] (Lead), The STOP Organization and Academic Institutions (NSU, ODU)—NPS is key to involving the core educational institutions; STOP is key

to early childhood education and to community and supportive services organizations; NSU and ODU are key to adult and college-bound residents. *Neighborhood*: City (Co-Applicant)—key for neighborhood amenities and services: parks, recreation, transit, zoning, and safety. Others include: *Employers/Business Community*: UBS Executive—key to developing links to employer community for better self-sufficiency attainment for residents of targeted communities. *Development Community*: TBD—key to planning commercial, retail, and market rate components in the Plan. *Resident Associations and Civic Leagues*: Tenant Management Councils; Olde Huntersville Civic League; Barberton Civic League; and the Lawson Group—key to thorough Needs and Asset Assessments. *Churches and Others*: Church of the Good Shepherd; St. Mary of the Immaculate Conception Church; First Baptist Church; Christ Pentecostal Church; St. John AME Church; and Queen Street Baptist Church—key to community participatory planning, including faith-based groups.

E.2 Neighborhood Assets and Needs Assessments. Major progress has already been achieved, focused on the St. Paul's Quadrant area, including an in-depth survey of 84% of the households at Tidewater Gardens. Activities under CNI will utilize the existing team and partners to expand the neighborhood and needs assessments into the contiguous areas of Calvert Square and Old Huntersville, focused principally on *People and Neighborhood*. See <<http://www.norfolk.gov/planning/SaintPaulsQuadrant.asp>>

E.2.1 How to Design Assessments. NRHA and the Steering Committee will assess how the processes already employed in the St. Paul's/Tidewater Park area can be adapted to the balance of the study area, including resident surveys, steering committee, and focus groups. NRHA's project manager will coordinate design of the needs assessment and plans for its implementation, coordinating among the groups that will carry it out. The assessment will focus on five areas: Developmental assets; Commercial assets; Recreational assets; Physical assets; and Social Assets. Through interviews, sub-groups discussions, research and stakeholder meetings, current conditions will be documented. *Examples of assets to be assessed and measures to be tracked/analyzed* include: income distribution patterns; housing typology and value distribution; academic performance and attendance; area disinvestment evidenced by vacant/abandoned homes and businesses, quality of housing stock, foreclosures, trends in home values, location and concentration of assisted housing; access to key amenities and services; level of health care services available; parks and recreational facilities;

connectivity to key assets; public transit; quality, quantity and location of retail services, childcare facilities, banks, health care providers; locations of anchor institutions: faith-based, major employers, universities; the condition of roads, sidewalks, bike paths; safety and crime; and community organizations and participation.

E.2.2 Conduct Assets and Needs Assessments. After preparing a Scope and Methodology, and obtaining advisory buy-in, NRHA will lead the four-month study phase relying on in-house staff, stakeholders and partners, topical sub-groups, and consultants, generating an Analysis of the Expanded St. Paul's Area. For education, NRHA and stakeholders have formed a *Promise Neighborhoods governing structure*, which will work toward the goals that are shared by *Promise Neighborhoods* and *CNI*, including additional assessment, data gathering and analysis, and ultimately tracking of progress. See NPS commitment in Attachment 14.

E.2.3 Using Data to Inform Decision-Making. As described below (E.7), information learned will be synthesized and distributed to stakeholders to inform decision-making. The existing draft study for St. Paul's will form the base document, and new information, studies and analyses will be added. The Plan will be a living document that is updated as new information is gathered and assessed. Databases will be built to process, analyze and correlate quantitative data (e.g., crime; housing conditions; academic performance).

E.2.4 Documentation. Much documentation has already been gathered, such as market studies, physical needs assessment and resident surveys, and summarized in the Draft St. Paul's Study. This draft will be added to and modified throughout the planning process. Quarterly evaluative summary reports, including lessons learned, will be prepared, and posted to the project website and distributed to stakeholders. The Project Evaluator will also post and circulate periodic qualitative assessments.

E.3 Educational Opportunities Planning. NRHA has a "head start" here, since it has already assembled partners for *Promise Neighborhoods* who are committed to proceeding, even without *Promise Neighborhoods* funding. An Advisory Board is established and will provide guidance, review, and participation in development and implementation of solutions along the continuum of needs: infants to 3 year old; pre-school; Tidewater Park Elementary; Ruffner Middle School (Tidewater's children have 1.9 average GPA); and Booker T. Washington High School (average Tidewater GPA is 1.5, with an attrition rate of 51%). Norfolk State and Old Dominion Universities will help motivate potential college-bound youth.

E.3.1 Identify Local Educators. Several partners are already identified in Attachment 14: Norfolk Public Schools (records tracking, attendance and behavior; use of facilities; participation of three principals and admin staff and teaching staff; evaluation tracking information); Old Dominion University (Parental participation, expertise, particularly on development of comprehensive approach to interrelated adversities and low self-esteem of children in schools serving “distressed communities”); UBS (loaned senior executive—planning community organization); Church of the Good Shepherd (create new early childhood school for at-risk children—newborn to three years). Additional committed partners include: Garden of Hope (leadership training for parents, grandparents); United Way (Raising a Reader Program); and Family Systems II (support services); and Gethsemane Community Fellowship Baptist Church. Others to add to the Committee include: Eastern Virginia Medical School; Save Our Youth Foundation; and Hunton YMCA.

E.3.2 Strategies. NRHA will use evidence-based Best Practices. The Program Coordinating Committee (PCC) will attend the Harlem Children’s Zone (HCZ) Practitioners Institute, which will also help the PCC adapt HCZ programming to Tidewater Gardens. Strategies to increase participation include: drawing residents into NRHA existing Family Self-Sufficiency and CSS Programs, learning from Best Practices, and the Comprehensive Assessment. The continuum of solutions will be developed using Best Practices (HCZ and CoZi Model), and facilitating coordinated service delivery. A comprehensive user-friendly assessment focused on youth and family in the areas of academic, health, social and safety components, will inform the planning for increased participation. Current utilization and availability of Neighborhood Networks, Tutoring, and Mentoring services will be assessed to determine how to expand these services.

E.4 Planning Implementation Schedule. The schedule is organized into six periods of four months each.

Organizational Activities (3/1–6/30/11): expand, assemble and organize advisory and stakeholder groups; establish focus sub-groups on relocation, crime, amenities, and transportation; set up and expand project website, databases and communications plan; gather and assess existing background information and data.

Project Studies and Assessments: identify needs and scope of physical studies and carry out (soils, storm water, environmental (3/1–10/31/11); engage evaluator (3/31/11) and receive periodic evaluations (every 4 months); complete physical needs assessment of assisted housing (3/1–6/30/11); asset mapping, survey resi-

dents of Hunter Square and Calvert Square, survey business community, and complete Needs Assessment (3/1–6/30/11); assess replacement housing options and potential expansion of footprint (5/1—7/31/11).

Identify and Engage Sister Projects: Identify (3/1—3/30/11) and conduct workshop (6/11) and ongoing.

Reporting: Initial draft assessment (7/31/11); Draft Vision and Comprehensive Plan (2/28/12); Summary of Activities (Quarterly); Final Assessment (5/31/12); Final Vision and Comprehensive Plan (11/30/12).

Partnerships: Engage partners needed for physical and People implementation (9/1/12 to 12/31/12).

Meetings: Steering Committee, Stakeholders, Community Consultations, Workshops (every 4 months).

Other: develop strategy for phasing and financing (8/1/12—12/31/12); develop relocation strategy (8/1—9/30/12); initiate “Early Start” activities (funding and demo applications, tax credits apps (11/1/12—2/28/13)).

E.5 Budget. Excluding in-kind funds, there will be \$477,000 available. See Attachment 3 for break-out.

Funds will cover (a) Supportive services to assist resident to participate through local transportation and child-care assistance; (b) Project Management (contract management, planners, charrettes and eco-charrettes, web and information services, communications and reporting (newsletters, case studies, progress reports, study updates, and e-mail blasts)); (c) Studies (infrastructure; storm water management; traffic; soils; environmental; resident and business surveys and assessments); (d) Training and Technical Assistance; (e) Evaluation; (f) Other Direct Expenses (Supplies and Materials, Publications, Memberships, such as Retail Alliance, Travel Costs for Sister Projects, Advertising and Outreach to Developer Partners, HCZ Institute, Incentives for youth, family and community participation: refreshments; gift cards for participation in assessments; rewards for academic improvement (GPAs and Attendance)).

E.6 Capacity Building and Knowledge Sharing. NRHA and the City will continue the engagement of *Abt Associates* and add others to advise and provide training and technical assistance for the Co-Applicant and partners in creating a comprehensive feasible Plan. NRHA will identify “*Sister Projects*” that have undertaken activities similar to this project, with special emphasis on increasing density and integrating public housing *in situ*, and engage their assistance. Possibilities may include: Uptown (Memphis); and Park Avenue (Denver). Background on these projects and Lessons learned will be distributed to CNI partners.

Through a multi-day workshop with participation from *Sister Projects* and HUD, VHDA and other critical

stakeholders, NRHA will identify key issues and effective strategies, and potential resources for training and technical assistance, compare *NRHA's* and the *City's* redevelopment projects to apply lessons learned and analyze key differentiators to the St. Paul's redevelopment. A *Project Evaluator* will assess project plans, and periodically evaluate the evolution of the plans to assess the impact of the learning process during the planning. NRHA will provide a framework for decision-making, focused on clear strategic goals, objectives and outcomes, with milestones and benchmarks, and will provide access to project data, plans, studies, and research, to inform the multi-disciplinary decision-making (with care to respect residents' privacy).

E.7 Resident and Community Involvement. To promote community involvement, the project will: a) continue the established St. Paul's Area steering committee, advisory board and resident consultations; b) update the project website monthly, add ability for community comments and inquiries; c) set up "splash screens" on computers in Neighborhood Networks Centers to link to project website, with links to HUD's CNI webpage, and key educational sites; d) expand outreach to include other community organizations in target area: *Calvert Square TMC; Hunters Square Resident Association; Young Terrace TMC; Civic Leagues*, the Faith-based community and Others; e) distribute fliers to residents advising of meeting schedule and locations, web and office posting of materials on CNI program, project web-address; possible Blog set-up; and social networking, such as Beehive/One Economy; use Tracking-at-a-Glance or similar application for communication with residents of the public housing communities—semi-monthly "e-blasts"; f) Conduct focus groups with sub-neighborhood associations other than Tidewater, to explore safety, transportation, support services needs, neighborhood amenities; g) include Tidewater residents in *NRHA's* existing Case Management Supportive Services as follow-up to surveys; h) continue and expand work of *Abt Associates*, and/or bring in separate facilitator; i) expand list of individuals and organizations to be added to the info-blasts, and invited to coordinating meetings; j) engage assistance from *Church of the Good Shepherd* for outreach to parents; k) establish sectoral sub-groups and solicit resident participation for each (education; youth; employment and training; neighborhood amenities; relocation; transportation; crime; economic development); l) draw on services of the *UBS Loaned Executive* for outreach to the Interfaith communities; and m) receive regular feedback from *Project Evaluator* to adjust communications and community participation strategies.