



Cavile Place Neighborhood Transformation Plan

Fort Worth Housing Authority
and the
Fort Worth Housing Finance Corporation



Cavile Place
**Neighborhood
Transformation
Plan**

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Prepared by
Gilmore Kean



With
Freese & Nichols
Open Channels Group
Catalyst Development
Duvernay + Brooks
Edgemere Consulting Corporation
Campus + Community Strategies

The Gilmore Kean consulting team was competitively selected to assist the Fort Worth Housing Authority (FWHA) and the City of Fort Worth Housing Finance Corporation (the City) in undertaking a comprehensive planning process to result in a Transformation Plan for Cavile Place Apartments and the Surrounding Neighborhood. Gilmore Kean, LLC has partnered with Duvernay + Brooks LLC, Campus + Community Strategies LLC and Edgemere Consulting Corporation, all firms with extensive national experience with public housing redevelopment, as well as local firms Freese & Nichols, Inc., The Catalyst Group and Open Channels Group.

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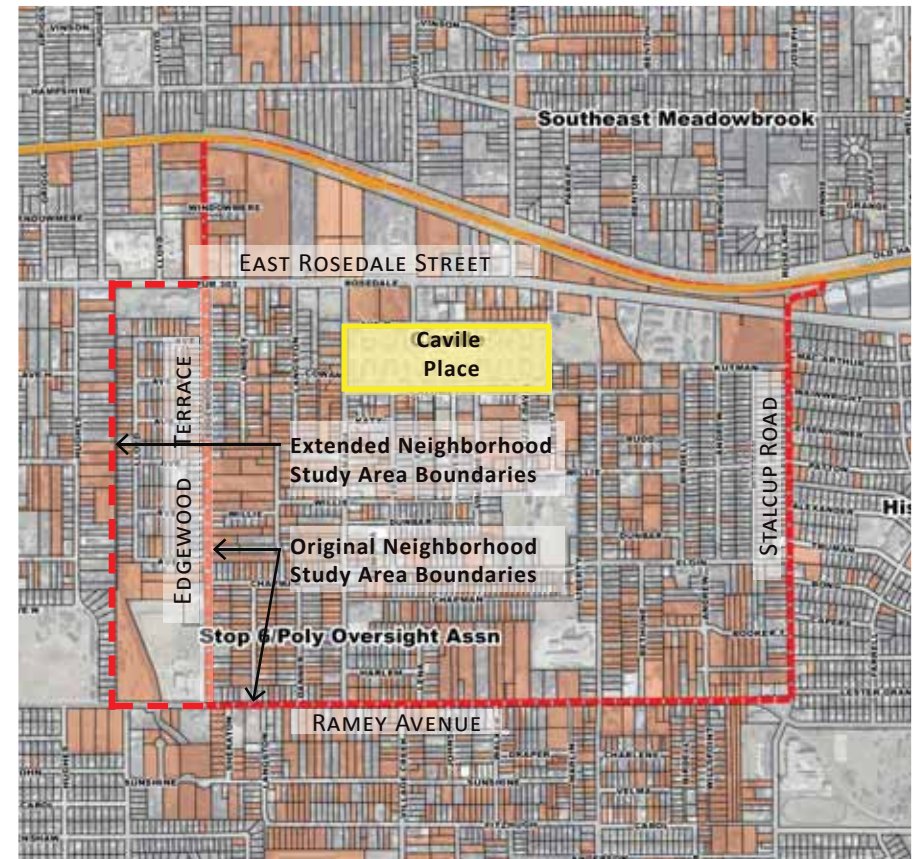
INTRODUCTION

The Cavile Place Neighborhood Transformation Plan envisions the creation of a vibrant, sustainable community over the next 10 – 15 years. The planning and design team approached the planning process, as directed, with the specific goal that the proposed Transformation Plan for the Cavile Place and the surrounding neighborhood comply with the requirements of HUD's Choice Neighborhood's Initiative (CNI), while also positioning FWHA to apply for other funding should CNI not be available. The Transformation Plan addresses each of the three key HUD objectives for: **Neighborhood**; **People**; and **Housing**, in an integrated, comprehensive manner.

The Neighborhood Study Area

The Cavile Place neighborhood is historically known as "Stop Six" due to its location on the now-gone inter-urban railway linking Fort Worth and Dallas. It is an area of contrasts as evident in the existing land use. The neighborhood includes many churches and several schools, which are often indicators of a strong and stable community. At the same time it is characterized by an extensive amount of vacant land - a clear indicator of neighborhood stress and declining population. Through this comprehensive planning process, today there is a growing consensus that the time to move forward with the revitalization of this once-vibrant neighborhood has arrived. The Plan's success depends on neighborhood residents, business owners, merchants, and institutions working in partnership with the City of Fort Worth and the Fort Worth Housing Authority to bring about the recommended improvements.

Since completion of the planning analysis, the initial neighborhood study area bounded by East Rosedale Street, Ramey Avenue, Stalcup Road and Edgewood Terrace, has been expanded to accommodate properties along the west side of Edgewood Terrace as illustrated in the adjacent Neighborhood Location and Boundaries map.



Neighborhood Location and Boundaries

-  Railroads
-  Cavile Neighborhood Boundary
-  Vacant Parcels



Proposed Future Character - Looking South from Rosedale Along the Extension of South Tierney Road



Existing Character - Looking South from Rosedale at South Tierney Road

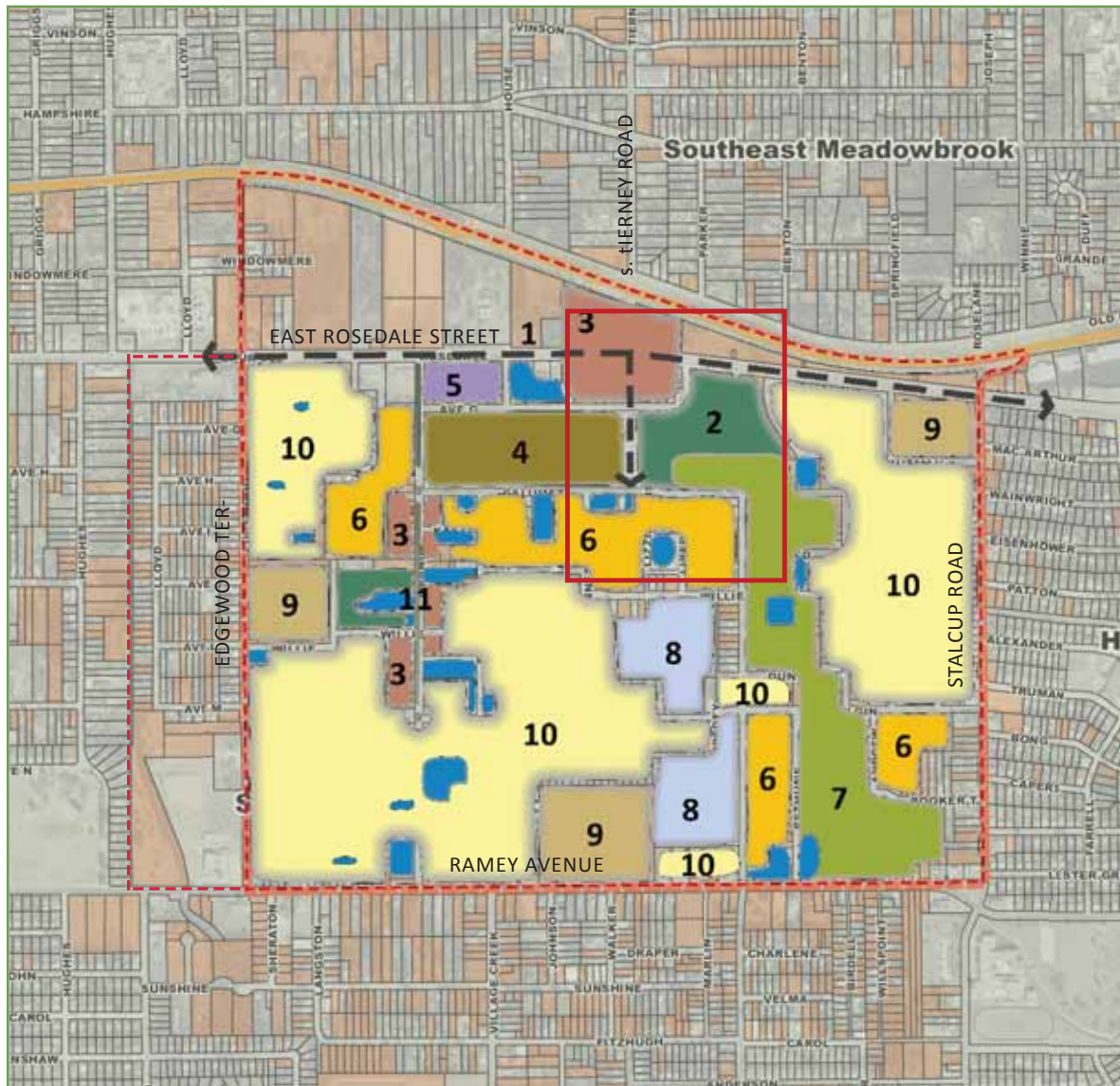
EXECUTIVE SUMMARY

The Neighborhood Plan

Implementation of the Cavile Place neighborhood plan will be initiated by the construction of improvements to East Rosedale Street. The design for these improvements is underway, as of the printing of this document, and construction is planned for 2015 - 2017. New paving, street lighting, sidewalks and a landscaped median will give the street an entirely new appearance. South Tierney Road, which now ends at East Rosedale, will be extended to Calumet Street, two blocks to the south, thereby creating a new entrance and focal point of community activity in a central location. The intersection of East Rosedale and South Tierney, providing access to and from the neighborhoods north of the railroad tracks, is proposed to be developed as a commercial center that will include a new grocery store along with other retail businesses serving Stop Six and the adjacent neighborhoods. The portion of the center along the south side of Rosedale is proposed to be developed with a mix of uses, including ground floor retail, and second floor residential apartments.

Amanda street, the traditional neighborhood “main street” is also proposed to be upgraded with new paving and pedestrian amenities. New mixed-use development incorporating local neighborhood – serving businesses is proposed along the improved street.

A central feature of the neighborhood plan is the transformation of vacant land into community gardens. As has been learned in other communities this use of land has many benefits, including the creation of a variety of employment opportunities that may include marketing and selling the produce, and culinary arts jobs. This use can also help eliminate the “food desert” that surrounds the Cavile Place neighborhood by providing locally-grown produce for sale in the neighborhood. The community gardens are proposed to be organized along the Dunbar creek/drainage channel running from Calumet Street southeast to Ramey Avenue. The creek/drainage channel offers the opportunity to capture water for the gardens, and the aggregation of vacant land provides the opportunity to develop



Major Neighborhood Revitalization Concepts

- 1. Rosedale Improvements TxDOT
- 2. Existing/Expanded Park
- 3. Commercial-Retail and Mixed Use Community Gateway
- 4. Cavile Place - New Residential Construction
- 5. Education-New Job Training Facility
- 6. New Residential Development
- 7. Community Garden and Stormwater Management Area
- 8. Local Schools
- 9. Large Site Development
- 10. Neighborhood Conservation/Infill on Existing Vacant Properties
- 11. Amanda Street Improvements
- Churches
- Location of Illustration shown on Page 8



Illustration of future neighborhood character



Proposed Future Character - Looking South on Amanda at Cowan

ponds that would return more rainwater to the local groundwater system, and alleviate localized flooding problems.

Schools are today, and will continue to be in the future, major land uses in the neighborhood. The creation of the Young Men's Leadership Academy at the former Dunbar School has already begun the transformation of the educational institutions in the neighborhood. In addition the plan identifies significant vacant lands adjacent to the Logan Elementary School that could become a site for facilities providing higher education and training related to the community gardens element of the plan.

The neighborhood plan also includes proposals for street improvements as well as closure of streets that are not needed, creation of bicycle circulation routes and expansion of public transportation service within the neighborhood.



Existing character - Looking South on Amanda at Cowan



Proposed Future Character of Community Gardens Along Dillard Street

The People Plan

The People Plan addresses the needs of the residents of Cavile Place and the surrounding neighborhood that were identified through analysis of local, state and federal demographic data, as well as a detailed survey of residents of Cavile Place. The People Plan addresses needs in the categories of job training and readiness, employment, adult , youth and early childhood education, youth development, health, services for seniors and people with disabilities, public safety, relocation, and outreach and service coordination. While there are a variety of partners that currently work with neighborhood residents in many of these service categories, the Plan for People identifies additional programs and services that will be required to fulfill the goals of the Transformation Plan.

The following are key proposals of the People Plan:

- Create a neighborhood job training and business incubator center
- Implement training and placement programs for culinary, agri culture, and other jobs to support the community garden concept
- Create a small business development program related to the commu

nity garden concept

- Provide / expand transportation service to schools during inclement weather
- Develop farmers market(s) related to the community gardens concept
- Implement a “Neighborhood Enhancement Team” approach to improve neighborhood safety
- Hire a program manager to begin immediate implementation of the People Plan

The Housing Plan

The Plan for Housing proposes the complete demolition of the 300 old, outdated, and poorly arranged public housing units on the Cavile Place site, and the construction of 300 new public housing units, of which 225 units are proposed to be located in the Cavile Place neighborhood. One hundred and fifty units – including a mix of public housing, affordable and market rate rental units are proposed to be built on the Cavile Place site. The remaining 75 public housing replacement units are proposed to be located outside the Cavile Place neighborhood on sites to-be-determined.

In addition the Housing Plan proposes that blocks immediately adjacent to the Cavile Place site be purchased and assembled for new housing development. While much of this land is already vacant, there are some occupied properties. These are also proposed to be acquired, and where possible, renovated to become an integral part of the new construction. The total development proposed on these blocks is 293 units, which will include a mix of public housing, affordable and market-rate rentals, and homeownership units. The blocks located on the south side of East Rosedale Street at the intersection with South Tierney Road are significant “gateway” sites and are proposed to incorporate mixed-use buildings that will include both commercial uses on the ground floor and residential apartments above. Fifty three rental units are proposed on those two blocks.

Outside of the blocks described above the plan calls for development of infill single family homes on existing vacant lots. One hundred and ninety three residential units can be accommodated on these vacant properties. Development of



The Barracks-like design of the Cavile Place Buildings Is Proposed to Be Replaced With All New Construction



Existing Barracks-like layout on the Cavile Place Site

1. Single and multi-family residential buildings will replace existing development on the Cavile Place Site
2. A new Parkway will provide a distinctive street character to the Cavile site
3. South Tierney Road is proposed to be extended south of East Rosedale to provide a new gateway to the neighborhood
4. A new Town Green is proposed on the expanded East Rosedale Park site
5. Avenue G is proposed to be extended to East Rosedale Street



Illustration Showing Potential Future Character of the Cavile Place Site



Proposed Future Character of The Cavile Place Site -
Looking North Along the New Extension of South Tierney Street

these properties, which may include both rental and ownership units, will likely occur over time, throughout the entire 10-15 year time frame for implementation of the Transformation Plan. The following sections of this report describe the Neighborhood, People and Housing Plans in more detail.

Illustration Showing Proposed Character of Residential Development on the Blocks South of Cavile Place



1. Single and multi-family residential buildings will replace existing development on the Cavile Place Site
2. East Rosedale Park is proposed to be expanded to create a new Town Green
3. New residential development consisting of primarily singlefamily homes is proposed on the blocks immediately around the Cavile Place site
4. The existing Young Men's Academy is an institutional anchor for proposed new development
5. Community Gardens and stormwater improvements are proposed along Dunbar Creek



Aerial Photo Shows the Extensive Amount of Vacant Land on The Blocks Immediately south of the Cavile Place Site

**Cavile Place Neighborhood Transformation Plan
Summary Development Program**

	Cavile Place	Redevelopment Blocks	Mixed-Use	Residential Infill	Total
Rental Units					
PH/LIHTC (Replacement Units)	65	60	0	0	125
Rad-Type Project-Based Rental Assistance/LIHTC (Replacement Units)	0	75	0	0	75
HOME or Other Affordable (40% - 50% AMI)	0	0	26	0	26
LIHTC (40% - 60% AMI)	53	41	0	0	94
Market Rate (>60% AMI)	32	76	27	143	244
Subtotal	150	218	53	143	564
Homeownership Units					
Section 8 Homeownership (Replacement Units)	0	25	0	0	25
Affordable	0	50	0	0	50
Market Rate	0	0	0	50	50
Subtotal	0	75	0	50	125
Total	150	293	53	193	689
Retail/Commercial	GSF				
Retail(including grocery store)	100,000				
Mixed-Use Development	20,000				
Redevelopment Site on Rosedale	20,000				
Sites at Ramey and Stalcup	9,000				
Total	149,000				



Cavile Place
**Neighborhood
Transformation
Plan**

**Neighborhood
People
Housing**



Substantial vacant land in the community is an opportunity for new development

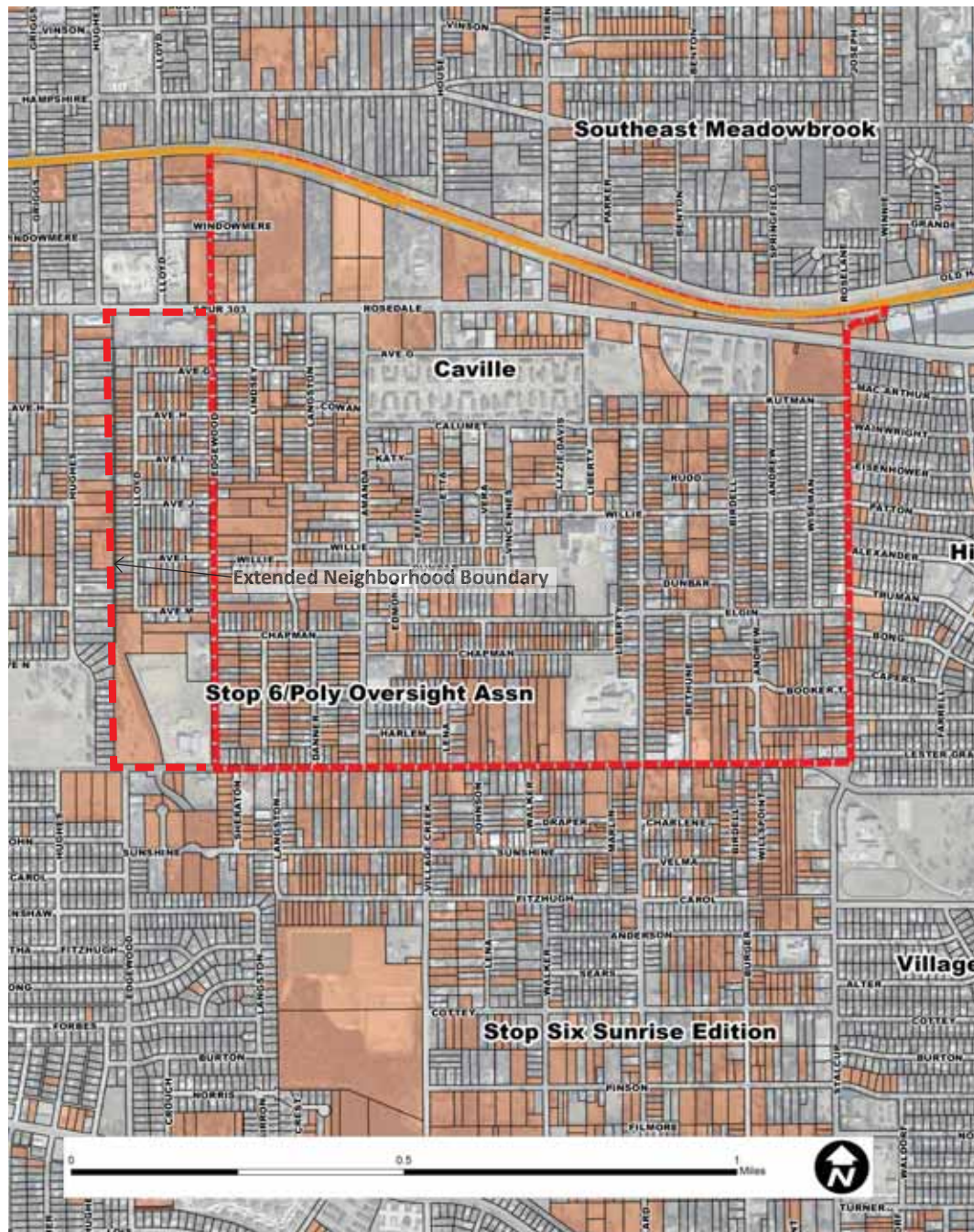
NEIGHBORHOOD OPPORTUNITIES

The planning process focused on the area bounded by East Rosedale Street, Ramsey Avenue, Stalcup Road, and Edgewood Terrace. For implementation purposes it is proposed that the area be extended westward to include properties between Edgewood Terrace and the drainage channel that lies just west of Lloyd Street. Properties in this area are more directly connected to the Cavile Place planning area due to the fact that no streets cross the drainage channel. They are also included in the Stop 6/Poly Oversight Neighborhood Association area that covers the majority of the planning study area.

The neighborhood includes many features which provide a strong foundation upon which to develop a long-term transformation plan. The target area, what is commonly referred to as the “Stop Six” neighborhood holds deep historic significance, particularly for African American families in Fort Worth. While the neighborhood was listed in 2009 by Historic Fort Worth, Inc. as one of the most endangered places in Fort Worth “due to deterioration, lack of fiscal investments, education, awareness and appreciation of existing historic resources,” there is a deep commitment by its residents, including several churches with deep roots in the neighborhood, to see this community returned to vibrancy and sustainability through this revitalization effort. With key community members, such as Council-member Moss, championing the effort, there is the local will to rebuild this once great neighborhood.

The neighborhood’s northern border, East Rosedale Street, provides a natural gateway into the community, and an opportunity through the introduction of community-serving commercial development to end the current isolation of this neighborhood by linking it to the larger Fort Worth community. The goals for this transformation are not only to benefit the existing residents, but to attract new families to the community.

The fact that some 45% of the land in the neighborhood is vacant represents a unique opportunity to achieve land acquisition at reasonable prices to significantly strengthen the fabric of this historic neighborhood, and to meet the “one for one” public housing replacement requirement of the CNI program by placing a significant portion of the 300 public housing units currently on the Cavile Place site within the neighborhood boundaries, while also allowing deconcentration of low-income residents through mixed-income development. The concentration of vacant land also offers the opportunity over the longer term to attract a significant employer to the neighborhood.



Caville Place and Surrounding Neighborhood Transformation Plan

Vacant Property

- Railroads
- - - Caville Neighborhood Boundary
- Vacant Parcels

The vast open space in the neighborhood makes possible the introduction of a coherent plan for what is now underutilized land throughout the neighborhood. In addition to the introduction of new parks, the community gardens can serve simply as a community-serving resource, where people can grow their own fresh fruits and vegetables, or can be expanded to serve as a business model for the community. The plan for community gardens draws from several successful models in urban areas, and provides a connection to the neighborhood's past.

Finally, because the neighborhood has been designated as a Neighborhood Empowerment Zone by the City of Fort Worth, the City provides incentives for new construction or rehabilitation of properties in the neighborhood, such as municipal property tax abatements, fee waivers and release of city liens. This is key not only for the implementation of this plan, but also because a goal of the plan is to inspire property owners in the neighborhood to participate in the areas rebirth by making improvements to their own properties.

The Community Planning Process

In addition to undertaking a comprehensive physical needs assessment, market analysis and financial analysis, as well as a resident needs assessment, the planning process relied heavily on the participation of the residents of Cavile Place and the surrounding neighborhood, as well as key Fort Worth stakeholders. To gear the community up for the planning process, the Gilmore Kean Team held a series of informational meetings, including with residents of Cavile Place on May 14, and with the broader community on May 15, 2012, to explain the redevelopment concepts and goals for the planning process, and to obtain input on the neighborhood strengths, weaknesses and opportunities.

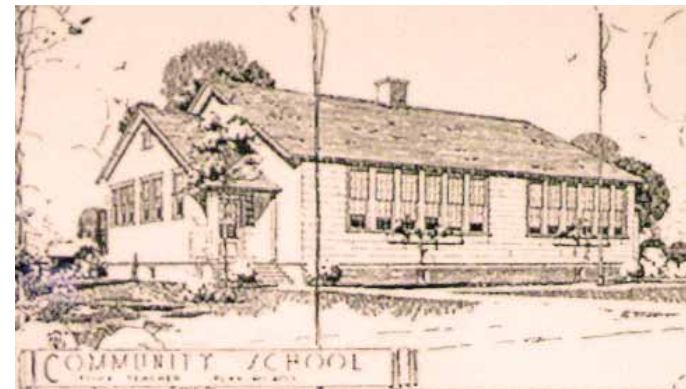
On Saturday June 23, 2012 some 50 participants came together in a community workshop to generate ideas for the future improvement of the Cavile Place site and surrounding neighborhood. The workshop began with a brief report by the planning team that covered the demographic and market analysis and the existing physical characteristics of the Cavile Place site and neighborhood. Following that the participants broke into three groups to discuss each of the major elements that are addressed in the Transformation Plan: Neighborhood, People and Housing. The following is a brief summary of the project goals as stated by the workshop participants.

Neighborhood Goals

- Introduce neighborhood-serving amenities, such as restaurant(s), and a grocery store, and incorporate other commercial uses to return vacant land to productive use.
- Improve transportation and mobility, through improved transit service, new and improved sidewalks and new bike lanes.
- Create open space/recreation opportunities through community gardens, walking and pocket parks and sports courts.
- Celebrate the neighborhood's history and protect and preserve neighborhood character.
- Improve neighborhood stability through increased homeownership and demolition of vacant houses.
- Increase public safety by incorporating safety features into new construction, improving street lighting and work with the police department to increase the visibility of police in the neighborhood.

People Goals

- Provide access to training programs and employment and business opportunities.
- Improve education for all, from Pre-K, K-12, college preparation, through adult education.
- Address financial issues such as financial literacy and credit repair.
- Promote healthy lifestyles and increase access to healthy food and health services.
- Increase public safety through economic development programs for residents, returning vacant properties to productive use, and partnerships with local law enforcement.





Housing Goals

- Create a neighborhood comprised of high-quality, well-maintained, mixed-income housing that accommodates families and includes side-walks and adequate lighting.
- Feature single-family homes, or buildings that look like single-family detached homes, over duplex/townhouse-style buildings, and ensure adequate off-street parking.
- Follow a design approach that respects the historic “feel” of the neighborhood, and utilizes traditional elements such as porches and brick construction.
- Eliminate the “project” stigma of Cavile Place by dispersing public housing units on a number of different sites, and developing new mixed-income housing that blends with the density and character of the surrounding neighborhood.

Participation of Key Stakeholders

To better place the goals for the Transformation Plan for Cavile Place and its surrounding neighborhood in the context of developments within the City of Fort Worth, and the larger region, the Gilmore Kean team held a series of meetings with key stakeholders. On August 16 and 17, 2012, the team met with representatives from Texas Wesleyan University, Tarrant County, University of Texas at Arlington School of Urban and Public Affairs, Fort Worth Independent School District, Texas Department of Transportation and the Fort Worth Transportation Authority. Information about the planning process was also sent to Tarrant County College and the JPS Health Network.

Additionally, on September 12, 2012, the Team met with Fort Worth Catholic Charities, Fort Worth Police Department, Fort Worth Independent School District, United Way, Boys and Girls Club, Fort Worth Transportation and Public Works Department, Fort Worth Housing and Economic Development Department, Fort Worth Library Department, Fort Worth Parks and Community Services and Tarrant County College.

Community Investment

The full realization of the goals outlined in this plan for neighborhood transformation cannot be realized without the commitment and engagement of residents of the Stop Six neighborhood. It is anticipated that individual property owners will take advantage of incentives to improve their properties, as well as become active members of organizations to sustain neighborhood improvements. One such mechanism for involvement of neighborhood residents is participation in a Neighborhood Enhancement Team, a body made up of community police officers, residents, businesses, neighborhood associations, schools, faith-based organizations, civic/non-profit groups, government and others who come together to improve the safety and quality of life in the Stop Six neighborhood. Additionally, it is envisioned that a neighborhood association, made up of both renters and homeowners, will be formed to constructively address neighborhood issues and promote cohesion and sustainability.



Plan Approach

The Transformation Plan for Cavile Place and its surrounding neighborhood was prepared with a methodology that will support submission of grant applications for prospective major funding sources for implementation. Those funding sources may include: a HOPE VI grant (should that program be re-funded); a Choice Neighborhoods Initiative (CNI) implementation grant; and /or one or more rounds of Low Income Housing Tax Credit allocations. Even if FWHA ultimately decides not to pursue a CNI implementation grant, the CNI framework with its focus on the three areas of neighborhood, people and housing will serve FWHA and the City well as it incorporates all the significant components necessary to achieve comprehensive neighborhood transformation.



The Team understands that final decisions about plan implementation will be largely driven by available resources, so it has devised a flexible plan that can be implemented in phases. Because of the scale at which FWHA and the City hope to impact this neighborhood, it is anticipated that it will take 10-15 years for all the elements in the plan to come to full fruition. It is recognized, of course, that availability of funding sources in the latter years can't be reasonably predicted, so the financing plan outlined here focuses primarily on activities that can be accomplished in the first five years of the plan.

THE NEIGHBORHOOD PLAN

Summary of Existing Conditions

Today the Cavile Place site and scattered residences in the surrounding neighborhood are remnants of an historic, thriving community known as “Stop Six.” The community has a smaller population than it did some years ago, but it remains a strong neighborhood, anchored by the many churches that continue to thrive, the Maude I. Logan Elementary School and the Young Men’s Leadership Academy (located on the site of the former Dunbar Middle School). The neighborhood has challenges – while not technically a food desert, it lacks a full service grocery store; while real estate prices are very affordable, the area has been losing population; while centrally located in the Fort Worth metropolitan area, it lacks a major employer.

However, the significant amount of vacant land – evidence of the decreasing population – is also one of the neighborhoods greatest opportunities - providing significant land areas for future development. In addition, the planned improvements to East Rosedale Street will dramatically improve the appearance and impressions of the neighborhood. These are among the opportunities that the Transformation Plan seeks to leverage toward the creation of a thriving, sustainable community.

Leveraging Opportunities

With the overarching goal to acknowledge and preserve the unique historical heritage of the community, the Transformation Plan for Cavile Place and Surrounding Neighborhood provides a comprehensive framework for short and long-range actions to stabilize and rebuild the historic Stop Six community. The Plan addresses three key opportunities:

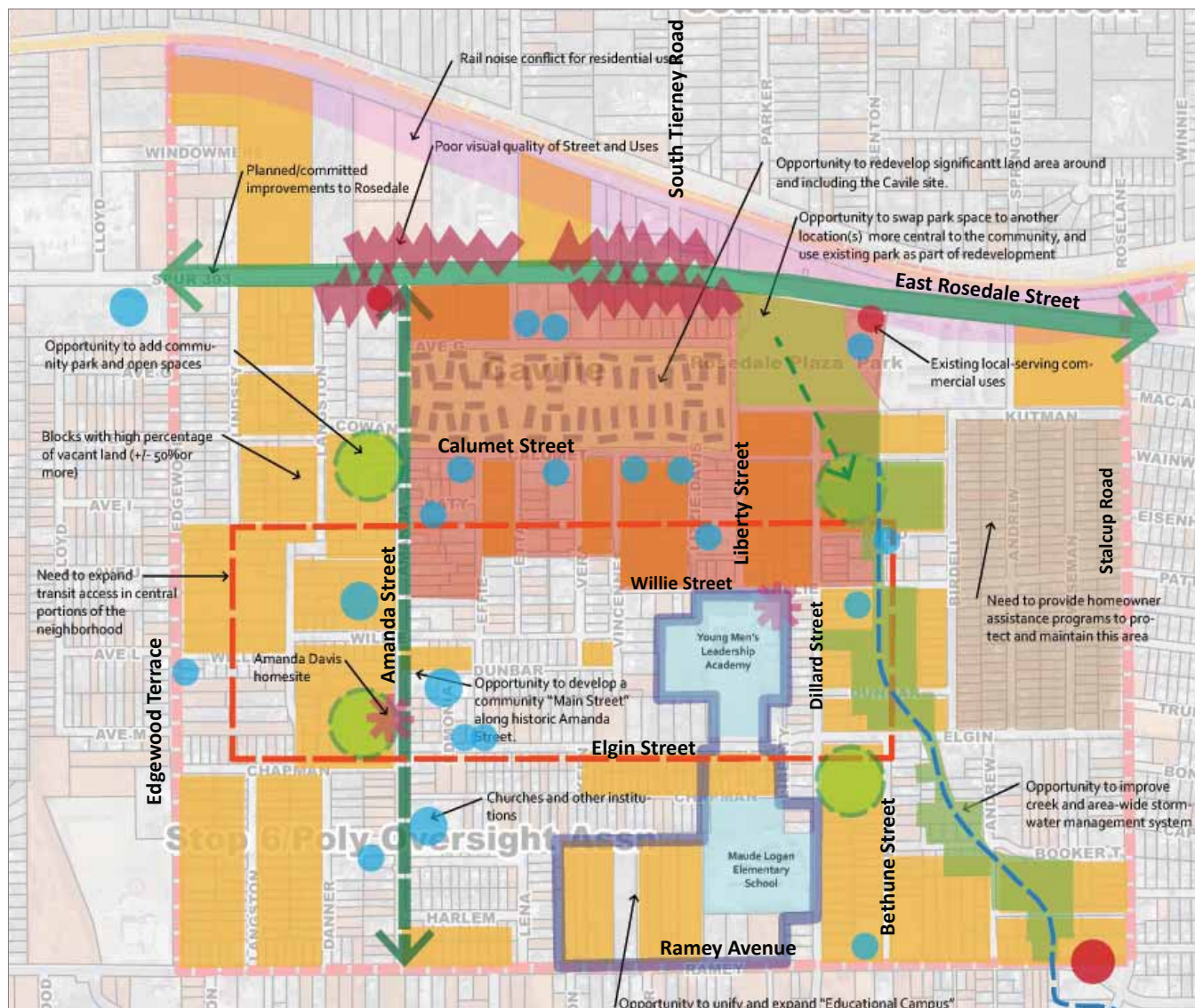
1. Dramatically enhancing the appearance of East Rosedale Street
The Plan leverages the major streetscape improvements that the Texas Department of Transportation has planned for East Rosedale Street. The improvements to East Rosedale now in the design stage, will dramatically enhance the character of this important arterial street and neighborhood gateway by introducing much needed retail and commercial activity.



Existing commercial uses include convenience -type food stores



Churches are a significant institutional land use in the study area



Cavile Place and Surrounding Neighborhood Transformation Plan

Preliminary Problems, Needs and Opportunities

2. **Redeveloping the Cavile Place public housing site**
The Fort Worth Housing Authority is committed to redeveloping this site into a mixed-income community that will blend with and enhance the neighborhood. This removes what has become an impediment to neighborhood transformation and creates the opportunity for new residential development on surrounding blocks.
3. **Transforming vacant land to create a sustainable community**
The Plan calls for infill of vacant residential properties in the surrounding neighborhood with new single family homes, planned parks and open space, and the development of community gardens that will, over time, increase the population and lead to the creation of a sustainable community.

Major Revitalization Concepts

East Rosedale Street and Neighborhood Gateways

The improvements to East Rosedale Street will create a new “front door” to the Stop Six neighborhood. There will be two key neighborhood gateways along this Street. The first will be located at Rosedale’s intersection with Amanda Street. Amanda is the traditional “main street” of the neighborhood that, in the past, supported both residential and local-serving retail commercial uses. This important street is planned to be improved with possible round-a-bouts and a landscaped median to re-establish it as a desirable address for neighborhood retail and services. To promote neighborhood safety, it is also envisioned that Amanda Street would house the office for the Neighborhood Enhancement Team, and the community police officers who work in the Stop Six neighborhood. The second neighborhood gateway will be created at the intersection of East Rosedale and South Tierney Road. At this location, Tierney Road will be extended south of Rosedale, through the Cavile Place site to Calumet Street, and may incorporate a round-a-bout and boulevard-style streetscape, thereby creating a new entrance and visual identity for the neighborhood and the Cavile Place site.

Rosedale Plaza Park

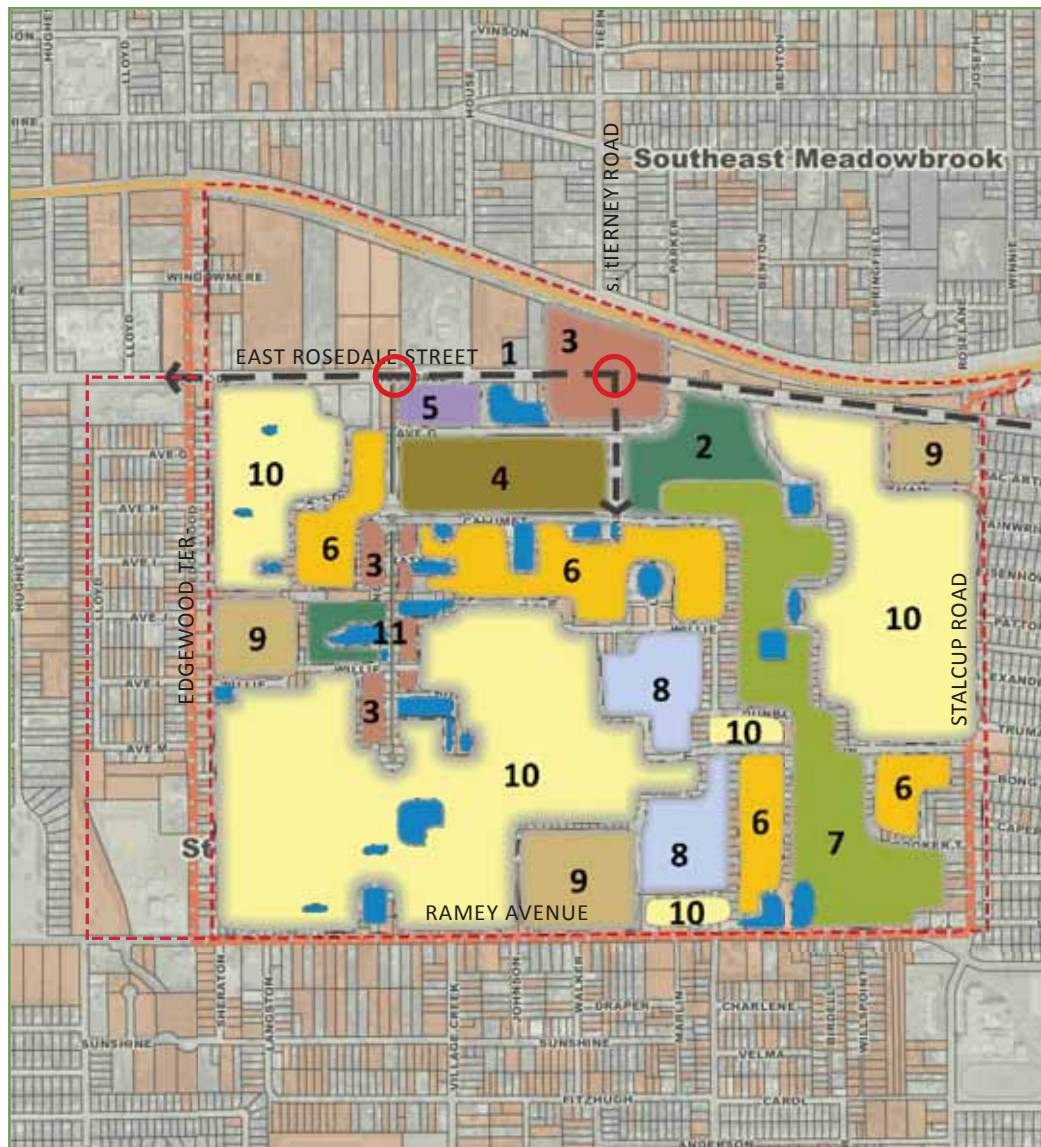
The existing Rosedale Park will be expanded westward, alongside the new Tierney Boulevard thereby making the Park a more integral part of the community and solidifying the new gateway experience.

Retail Commercial, Mixed-Use Center

Alongside the Park and straddling the East Rosedale / Tierney Street intersection is the planned location for a new retail/commercial center. This new center



Rosedale Park is proposed to be expanded to create a new Town Green along the extension of South Tierney Road



Cavile Place and Surrounding Neighborhood Transformation Plan

Major Neighborhood Revitalization Concepts

- 1. Rosedale Improvements TxDOT
- 2. Existing/Expanded Park
- 3. Commercial-Retail and Mixed Use Community Gateway
- 4. Cavile Place - New Residential Construction
- 5. Education-New Job Training Facility
- 6. New Residential Development
- 7. Community Garden and Stormwater Management Area
- 8. Local Schools
- 9. Large Site Development
- 10. Neighborhood Conservation/Infill on Existing Vacant Properties
- 11. Amanda Street Improvements
- Churches and other Institutions
- Neighborhood Gateways



Proposed Mixed-Use commercial and residential center located at Tierney and East Rosedale Streets

is planned to include a grocery store along with other food service, retail and convenience services. Along the south side of Rosedale the center is envisioned to include mixed-use development with retail uses on the ground floor and apartments above. All uses in the center are proposed to be located on the property frontage to create a walkable, pedestrian-friendly district. Parking for the development will be located on the interior of the blocks where it will not detract from the streetscape. Where appropriate on-street parking will be provided to serve the retail uses and create a traffic “calming” effect.

Just to the west of the new commercial center is the existing Boys and Girls Club, the Keystone Baptist Church and the Housing Authority offices and community meeting room. The church and the Boys and Girls Club facilities are proposed to remain, while the Housing Authority building is proposed to be converted to a center for community and supportive service providers. This block of community service uses is proposed to be expanded and enhanced to include a job-training and business incubator facility located on the vacant property immediately west of Etta Street, with frontage on East Rosedale Street.

The new commercial center, in combination with the expanded park and community service facilities, will make this section of Rosedale a new hub of pedestrian-oriented activity for the neighborhood.

Residential Development

Please refer to page 29 for a detailed description of the Housing Plan.

Neighborhood Open Spaces

In addition to Rosedale Plaza Park, the Transformation Plan incorporates recommendations for development of several other small – scale neighborhood open spaces. Included are several portions of blocks created where the street grid jogs. These spaces will help wayfinding through the neighborhood by making street connections more obvious, and will provide opportunities to create small identifiable places within the larger neighborhood context. The plan also proposes that the Amanda Davis home site, and the Rosenwald School and adjacent vacant property, be developed as historic/park sites commemorating the early history of the Stop Six neighborhood. The metal cladding now enclosing the Rosenwald School building should be removed and the building restored as part of this effort. In addition, the Plan proposes that vacant lands around the Stewarts Chapel C.M.E. Church be acquired and developed as a park. With the additional land area, the parking for the church can be relocated to the rear of the property – allowing the Amanda Street frontage to be a large public green space facing this important street.



Proposed future character of the Mixed-Use Center looking south along the extension of S. Tierney Road



Proposed Future Character - Looking South on Amanda at Cowan



Existing character - Looking South on Amanda at Cowan



Community Gardens

The Transformation Plan proposes that vacant land and isolated houses located along the creek be acquired for the development of community gardens and storm water management improvements. The community gardens concept is thriving in other communities in Texas and around the country. The farming method that is employed by the models that appear to be most easily replicable in the Stop Six neighborhood is Small Plot Intensive, or SPIN, farming. It is attractive because it requires little upfront capital, relies on minimal equipment and has the potential to result in significant crop yields on small plots of land. It also provides a business model for a number of directions the Stop Six neighborhood might go with the community garden concept.

The Rockford Housing Authority provides a model for a modest community garden program that is primarily intended to serve the immediate neighborhood. Property residents tend the gardens and share the harvest, with the extra produce sold at farmer's markets. The program has been so successful that there are plans to build a grocery store in the neighborhood where produce can be sold.

GrowTown (www.growtown.org) is a nonprofit in Detroit that considers the community garden concept to be an integral part of neighborhood revitalization by creating a mechanism for economic self-sufficiency. This model is focused on the involvement of children and youth, so that there is not only the introduction of healthy food into the neighborhood, but it also provides a practical application for teaching math and science.

Urban Growth (www.urbangrowthfarms.com), in Cleveland, is a successful business model for a working farm on just ½ acre of land. They operate a Community Supported Agriculture (CSA) program, for which customers pay up-front for a full season's worth of produce and receive a share of what is harvested on the farm each week. CSAs benefit farmers by providing up-front payment (to buy seeds, supplies, equipment, etc.) as well as a guaranteed market for what they grow. In addition to selling their produce at farmer's markets, Urban Growth also supplies local restaurants.

Austin has a particularly successful program, the Sustainable Food Center (www.sustainablefoodcenter.org) which evolved out of a community gardens program started in 1975. They now run four distinct programs, utilizing approximately 3 acres, that provide a model for how a community garden concept can evolve over time to meet several community needs. Their Grow Local program is focused on helping families grow produce to meet their own food needs. Farm Direct is a business model to sell produce to farmers markets, hospitals, universities, schools, and worksites. The Happy Kitchen is a cooking and nutrition education



Community gardens along with stormwater improvements are proposed along Dunbar Creek

program that teaches individuals to prepare healthy, economical meals, leading to lasting health improvements and behavioral changes. Sprouting Healthy Kids includes three main components: locally-grown, fresh fruits and vegetables served in school cafeterias, classroom lessons designed to introduce students to healthy food and food systems, and a hands-on afterschool gardening and cooking program.

The Fort Worth Housing Authority will work with neighborhood residents and local institutions to “jump start” the community garden program in the Stop Six neighborhood, and create a not-for-profit entity that will carry out the implementation of the community garden concept.



Dedication ceremony for the Paul Laurence Dunbar Young Men's Leadership Academy.

Education and Other Community Facilities

The Maude I. Logan Elementary School is located within the Stop Six Neighborhood. What was until recently the Dunbar School is now the home of The Paul Laurence Dunbar Young Men's Leadership Academy (YMLA), an organization focused on helping young men develop leadership skills and lead responsible lives. Approximately 50 percent of the neighborhood is located within a quarter mile of one of these two schools.

In addition to these existing schools, there is a large vacant area, adjacent to the Logan Elementary School, that could accommodate a higher education facility with programs focused on and related to the technical and business opportunities presented by the community gardens program.

Also, as noted in the description of the Retail Commercial, Mixed-Use Center, a site has been reserved along East Rosedale Street to accommodate a job-training and business incubator facility.

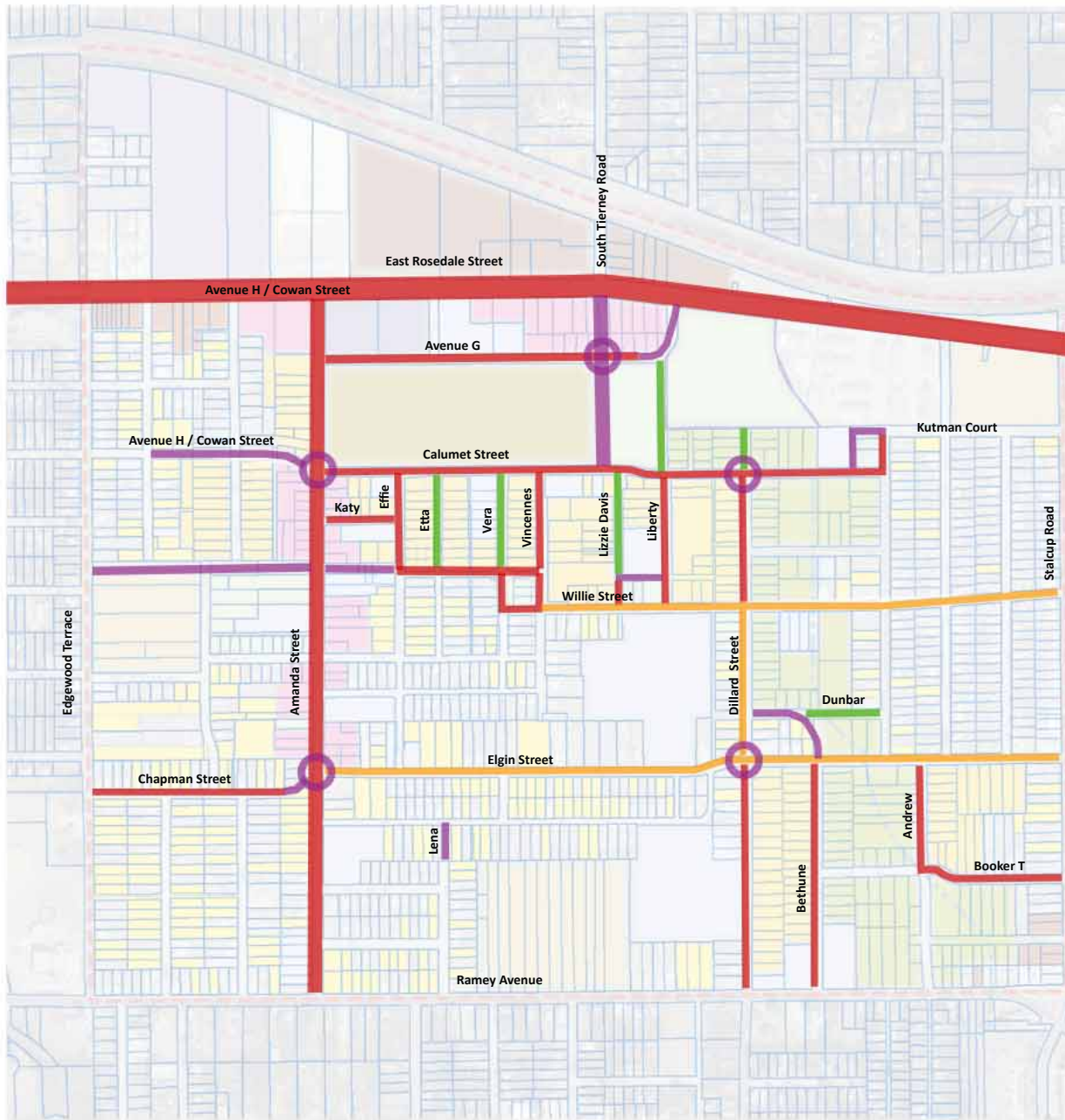
Transportation

Street Improvements

The Transformation Plan, and accompanying map, includes recommendations for several "levels" of street improvements, including new streets and street closures. In order to support the new residential development outlined in the plan, it is recommended that some 15,700 linear feet of existing streets be rebuilt in their present locations. These streets will need to be resurfaced, and provided with sidewalks and street landscaping. A detailed survey, which is beyond the scope of the present planning effort, will be required to determine whether the existing curbs and gutters on these streets can be reused. In addition, the Plan calls for the construction of approximately 5,600 linear feet of new streets. Included in this category is the new extension of Tierney Street south of Rosedale and the construction of an extension of Katy Street from Vincennes Street to Edgewood Terrace. Improvements, consisting of installation of additional sidewalks, street landscaping and lighting are also recommended for a portion of Willie Street and Elgin Street, between Amanda Avenue and Stalcup Road.

Public Transportation

The Stop Six neighborhood is served by a number of bus routes that run along East Rosedale Street, Stalcup Road and Ramey Street. While these serve the perimeter of the neighborhood, they do not adequately serve the interior areas of the community. In response, the Transformation Plan recommends that existing, and/or new routes be provided along existing and improved east-west streets including Amanda, Elgin, Dillard and Calumet Streets. In addition, bus routes



Cavile Place and Surrounding Neighborhood Transformation Plan

Proposed Steet Improvements

- New Streets — 5,600 Linear Ft
- Potential Roundabouts
- Rebuild Existing Streets — 15,700 Linear Ft
- Improve Existing Streets — 7,100 Ft
- Abandon Existing Streets



Cavile Place and Surrounding Neighborhood Transformation Plan

Existing Bus Stops and Routes

- Existing Bus Stops
- Existing Bus Routes
- Cavile Neighborhood Boundary

should serve the enhanced Amanda Avenue corridor. These routes will significantly improve access to public transportation for residents, and will also provide enhanced transit access to the two neighborhood schools. The plan also recommends enhancing the existing bus stops in the neighborhood, especially those sited adjacent to the Retail Commercial/Mixed-use Center and those sited at the commercial center located at Ramey Street and Stalcup Road.

Potential Bicycle Circulation Routes

The “Bike Fort Worth” Plan includes recommendations for on-street bicycle routes along Stalcup Road and South Hampshire Boulevard (north of the railroad tracks), and bike lanes along Ramey Avenue. The proposed street improvements incorporated in this Revitalization Plan will provide the opportunity to extend the city-wide bicycle system into the Cavile Place neighborhood. Specifically, it is proposed that bicycle routes be incorporated on the following streets: Avenue H / Cowan Street / Calumet Street / Kutman Court — between Stalcup Road and Edgewood Terrace; Chapman Street / Elgin Street — between Edgewood Terrace and Stalcup Road; Amanda Street between East Rosedale Street and Ramey Avenue; Dillard Street — between Calumet Street and Ramey Avenue; and South Tierney Road between Calumet Street and South Hampshire Boulevard.

The specific type of bicycle facility to be incorporated along each street will be determined when actual designs for the street improvements are undertaken. While it is desirable to incorporate separate bicycle lanes on streets with heavy traffic, some of the bicycle facilities in the Cavile Neighborhood may consist of on-street bicycle routes or sharrows (street markings to indicate the presence of bicycles on the street, and the best place in the street for bicyclists to ride.)

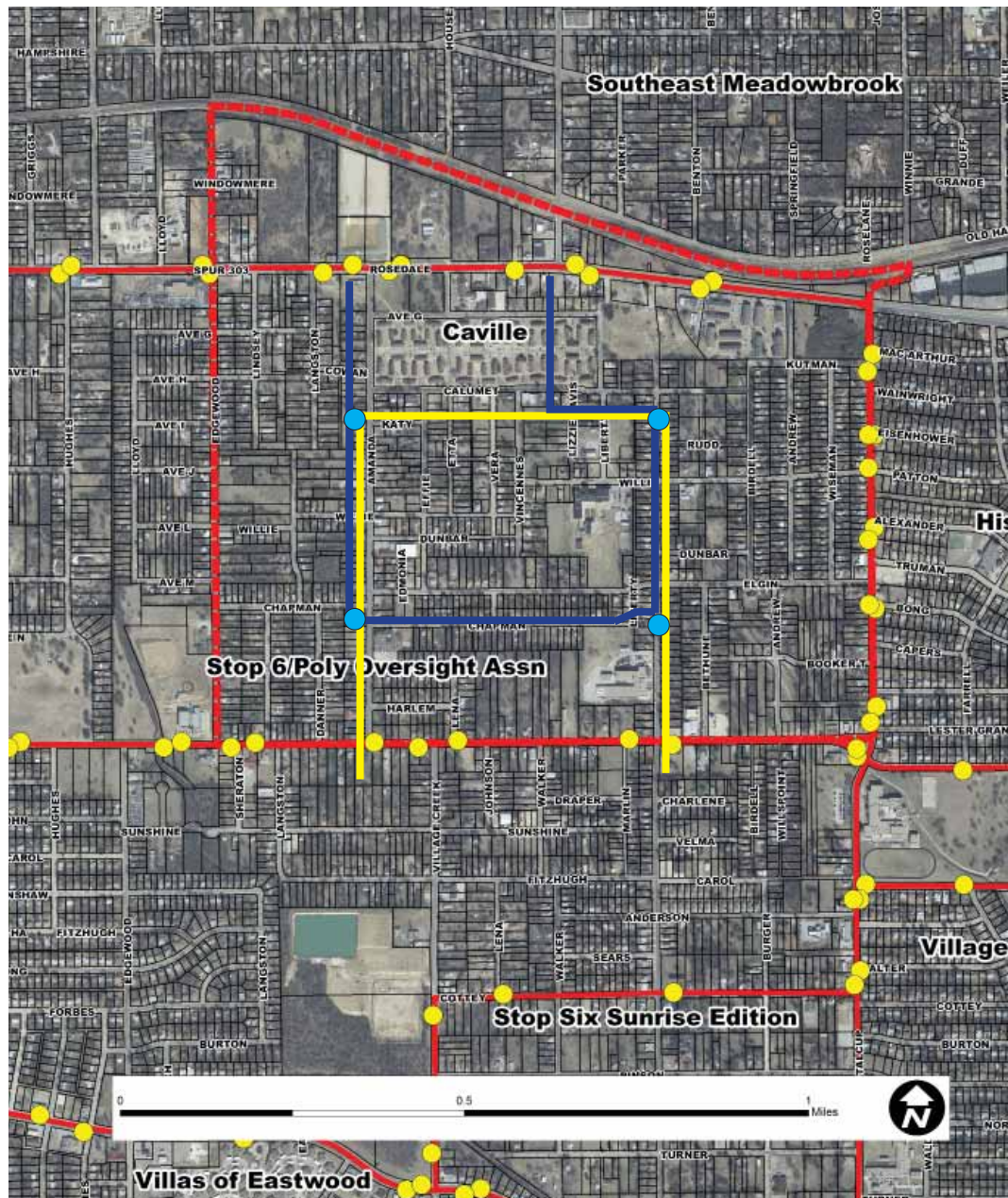
Infrastructure

Stormwater Management

The Transformation Plan incorporates approximately 35 acres of land along the creek for use as community gardens and storm water management improvements. Overall, the concept is to provide stormwater retention in selected areas, to reduce the potential for flooding and to provide, subject to permitting, use of retained water for the community gardens.

Utilities

As the phases of the Transformation Plan are implemented over time, detailed studies of existing utility infrastructure will have to be undertaken to determine the need for and magnitude of, specific improvements.



Caville Place and Surrounding Neighborhood Transformation Plan

Recommended Bus Stops and Routes

- Existing Bus Stops
- Existing Bus Routes
- Recommended Bus Stops
- Recommended Bus Route - Option 1
- Recommended Bus Route - Option 2
- Caville Neighborhood Boundary

Cavile Place and Surrounding Neighborhood Transformation Plan

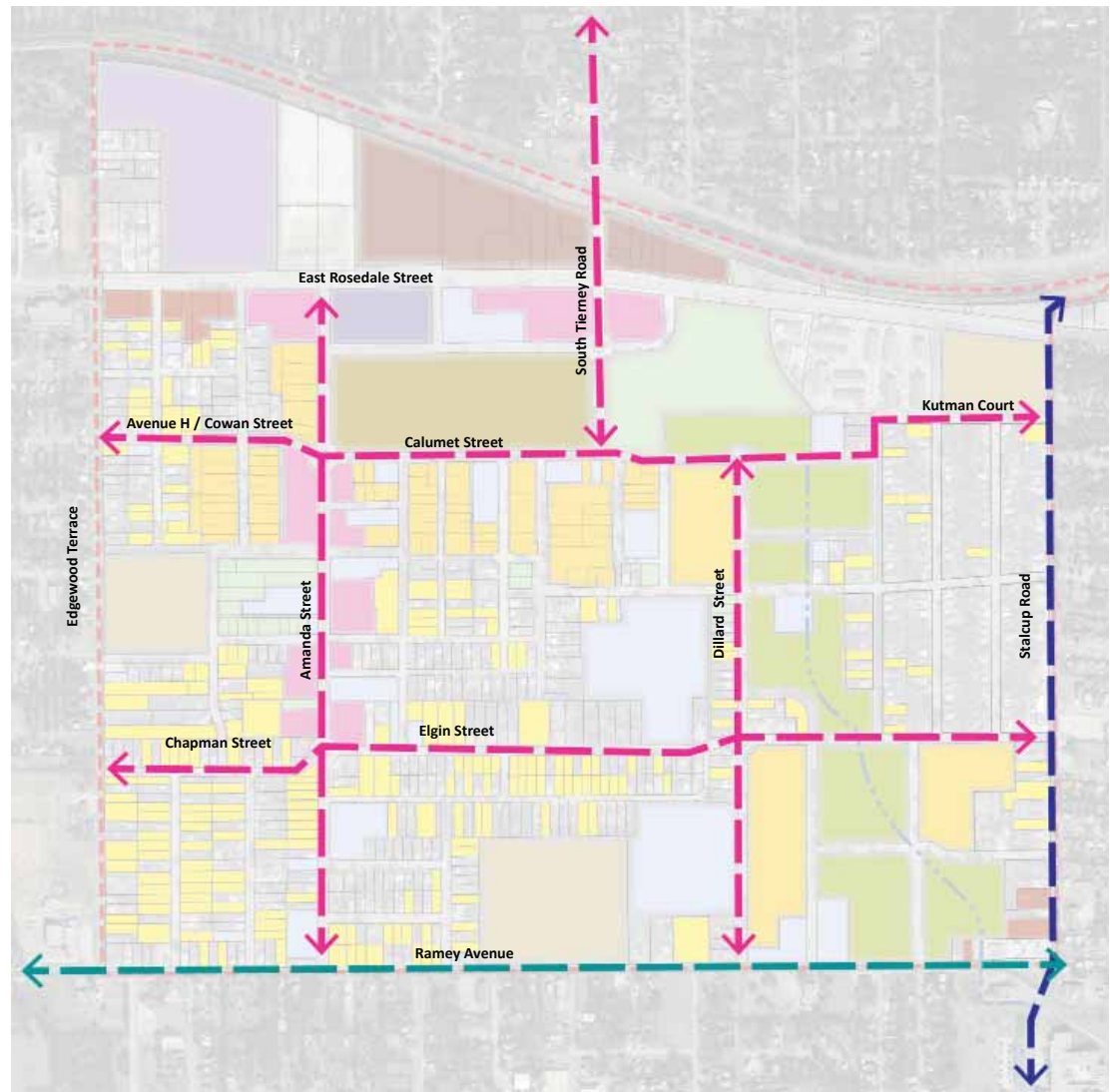
Proposed Bicycle Circulation

Bike Fort Worth Plan

-  Proposed on-street bicycle routes
-  Proposed bicycle lanes

Cavile Place Transformation Plan

-  Proposed Neighborhood Bicycle Circulation Routes



THE PEOPLE PLAN

In order to develop the People Plan component of the overall Transformation Plan, a comprehensive needs assessment was conducted by the planning team. In addition to collecting and analyzing neighborhood and development-level data on employment, education, health, public safety and other relevant indicators, the process involved interviews and meetings with key stakeholders to obtain information on available resources and a series of community meetings that provided opportunities for residents to discuss community needs, priorities and their vision for change. A detailed survey was designed and subsequently completed by 66% of the households living at Cavile Place. Information on community needs, priorities and resources obtained through the needs assessment process forms the basis of the proposed People Plan implementation strategy. Detailed needs assessment data is included as an appendix to this plan. Data on the residents of Cavile Place, the target neighborhood and the larger Fort Worth and Tarrant County communities is included where available.

The needs assessment revealed that on nearly every major indicator of community well-being residents living in the neighborhood lagged significantly behind county, state and national averages. On many indicators, residents of Cavile Place lagged even further behind other neighborhood residents. Within the neighborhood:

Poverty rates are high and household incomes are substantially below state and national averages;
Unemployment is high and those adults who are working do not generally earn enough income to support their households;
High school graduation rates and overall educational attainment are lower than statewide and national averages;
Mortality rates are higher for common major disease categories while many households do not have adequate medical insurance; and,
Crime rates are double those of Fort Worth as a whole.

The neighborhood has a wide array of qualified and committed service providers and public agencies, along with an extensive network of churches and other stakeholders, which are working to respond to community needs. This includes the Fort Worth Housing Authority, which collaborates with partners and/or sponsors to provide a series of employment, training, education, youth development and other supportive service programs for Cavile Place and other FWHA residents. While there are many innovative and positive activities

underway, and numerous success stories to be told, concerted and sustained efforts – and additional resources – will be needed to effectively respond to the many identified needs and priorities.

The People Plan outlined in the following pages proposes a vision, outcome goals, potential partners and an implementation framework for responding to community needs and priorities throughout the Transformation Plan process. It can be expected that the People Plan will become more fully detailed – and will substantially evolve – as the Transformation Plan progresses, as new resources are identified and as new opportunities present themselves. The active involvement of Cavile Place and other community residents is essential throughout the process, as is the involvement of area service providers, government agencies, churches and other stakeholders.

People Plan Framework

Area	Vision	Need	Outcome Goal (3-5 years)	Program Components*	Potential Partners (Preliminary, partial list)*
Job Readiness & Training	Residents have the skills, motivation and other resources needed to obtain and keep good paying jobs.	- Only 28% of Cavile Place households report wage income. - Unemployment rates in neighborhood are high.	100 residents provided with job readiness training.	- Neighborhood job training and business incubator center - Soft skills, resume preparation, interview skills, job search - Targeted training and placement programs for culinary, agriculture, other jobs to support urban agriculture initiative - Targeted training and placement programs for construction-related positions associated with transformation plan activities - Targeted training and placement programs for other high demand employment sectors	- FWHA - Tarrant County College - FWISD - Workforce Solutions - Child Care Associates - Urban League - United Way
Employment	- Residents are able to secure living wage jobs with health, retirement and other benefits, preferably at locations in or nearby to the Transformation Plan neighborhood. - Teens are able to obtain summer jobs that teach new skills, provide income and the opportunity to develop good work habits.	- Only 28% of Cavile Place households report wage income. - Cavile Place residents who are employed report very low wages and primarily part-time jobs. - Few opportunities for youth employment in the area. - Unemployment rates in neighborhood are high.	100 adult residents placed in positions paying above minimum wage with benefits (construction, urban agriculture, other jobs) 100 youth placed in summer employment each year	- Neighborhood job training and business incubator center - Job developer/job bank - Transportation stipends - Child care placements - Family Self Sufficiency program	- FWHA - Tarrant County College - Workforce Solutions - Child Care Associates - Urban League - United Way

Area	Vision	Need	Outcome Goal (3-5 years)	Program Components*	Potential Partners (Preliminary, partial list)*
Adult Education	Residents have access to affordable educational programs including GED, ESL, community college and other programs	61% of neighborhood residents over age 25 do not have a high school diploma	50 residents obtain their GED 50 residents enroll and complete community college or other post-secondary adult education program	- Neighborhood job training and business incubator center - GED/ESL classes - Community college enrollments	- FWHA - Tarrant County College - FWISD - Cavile Outreach Opportunity Library - United Way
Small Business Development	Small businesses thrive in the neighborhood and training/support systems are in place for residents who want to start their own small business.	Lack of small businesses and needed services in the neighborhood	3 small businesses created by neighborhood residents (related to urban agriculture program)	- Neighborhood job training and business incubator center - Small business development program	- FWHA - Tarrant County College - Workforce Solutions - City of Fort Worth Business Assistance Center - Chambers of Commerce - Urban League - United Way
Youth Education	- Youth come to school ready to learn and achieve educational attainment levels equal to or better than the county, state and national averages. - Youth graduate from high school and go on to college, vocational schools, other higher education or a career-oriented placement.	- Neighborhood schools rank below state averages in reading and math scores - Dunbar HS graduation rate is 91% compared to statewide rate of 95.5% - Reported high truancy rates	- Neighborhood schools rank at or above state average in reading and math scores - Dunbar HS graduation rate improves to statewide average or greater - Truancy rate at or lower than ISD average - Increase parental involvement with schools	“Morningside Children’s Zone” or similar concept adapted to neighborhood - Young Men’s Leadership Academy - Parents as Teachers Program - Truancy Court - Parental involvement strategies TBD - After school programs coordinated with school curricula - Transportation to school during inclement weather	- FWHA - Fort Worth ISD - University of North Texas - Boys and Girls Club - Cavile Outreach Opportunity Library - United Way
Early Childhood Education	Children are enrolled in quality early childhood programs and come to the first grade ready to learn at the first grade level.	56% of Cavile Place residents with children under age 5 indicated that children are not enrolled in early childhood education program	90% or greater of eligible young children enrolled in quality early childhood education program	- Intensive outreach and enrollment assistance to parents of young children - Early Head Start - Head Start - Transportation to school during inclement weather	- FWHA - Child Care Associates - FWISD - Fort Worth ISD - Catholic Charities - United Way - Cook Children’s Health Care System

Area	Vision	Need	Outcome Goal (3-5 years)	Program Components*	Potential Partners (Preliminary, partial list)*
Youth Development	Youth have access to affordable, structured after school and summer programs.	High numbers of children in neighborhood and Cavile Place	90% or greater of school age children participate in regular structured after school and summer program activities - Increase parental involvement	- After school programs coordinated with school curricula - Transformation Plan and urban agriculture components integrated into programs - Girls Youth Silhouettes Program	- FWHA - Boys and Girls Club - Cavile Outreach Opportunity Library - Fort Worth ISD - Fort Worth Parks and Community Services - United Way
Health	Residents have access to affordable health care services, health screenings and other required health services.	- Residents have higher than average mortality rates for major diseases - Estimates of uninsured households range from 24-35% - Only 42% of Cavile Place residents reported that they are in good health - Lack of affordable, nutritious food in neighborhood	- Increase percentage of residents who report themselves in good health - Increase percentage of residents with health insurance coverage	- Neighborhood health screenings - Healthy Start program - Farmers Markets, other activities related to urban agriculture component	- FWHA - United Way - Catholic Charities - Tarrant County Public Health Department - Cook Children's Health Care System - JPS Health Network
Services for Seniors and People with Disabilities	Seniors and people with disabilities have access to transportation, home care and other needed services.	Need to reduce isolation of and access to services for seniors and people with disabilities	Increase percentage of residents who participate in structured activities and programs offered by existing provider network	- Senior Center - Transportation service enhancements	- FWHA - Senior Citizen Services - United Way
Public Safety	Residents feel safe in their homes and in the neighborhood.	Crime rate in neighborhood more than double citywide average	Reduce Part I and II crimes to citywide average	- Expanded community policing and/or targeted patrols in neighborhood - Neighborhood Crime Watch - Neighborhood Empowerment Team	- FWHA - Fort Worth Police Department - SE Fort Worth CDC

Area	Vision	Need	Outcome Goal (3-5 years)	Program Components*	Potential Partners (Preliminary, partial list)*
Relocation	Residents are provided with needed supportive services and other supports throughout the relocation and re-occupancy stages of the transformation effort.	Households will need to be relocated during Transformation Plan construction period.	All households with relocation needs successfully relocated	- Relocation Plan - Tracking system	FWHA
Outreach and Service Coordination	- Residents are kept well-informed of available services. - Services are delivered in a coordinated client-centric manner.	Agencies report ongoing difficulty in motivating families to participate in existing service programs		- Interagency coordinating committee established for planning, information sharing, fundraising - Case management program that involves community residents in outreach activities - Benefits maximization - Explore hiring a program manager to begin immediate implementation of the People Plan	- FWHA - Fort Worth ISD - Tarrant County College - Workforce Solutions - Child Care Associates - Boys and Girls Club - Cavile Library - Fort Worth Police Department - Fort Worth Parks and Community Services - Urban League - Catholic Charities - Senior Citizen Services
<i>*Program components and potential partners are preliminary for discussion purposes. Programs already exist that address many of the required components.</i> <i>New resources may be required to expand these programs to improve outcomes and address the unique opportunities provided by the Transformation Plan such as construction jobs and urban agriculture.</i>					

Barracks-like design of Cavile Place detracts from neighborhood quality



New construction in the community indicates there are opportunities for neighborhood improvement



Significant vacant land resources provide opportunities for new construction



THE HOUSING PLAN

Summary of Existing Conditions

One factor that illustrates both the problems and opportunities embodied in the Stop Six neighborhood is the wide variation in housing character and quality. On one hand there are homes that are historic, dating to the earliest days of settlement in the neighborhood. There are other older homes that have been neglected and are now in very poor condition, and there are also – often on the same blocks – newly constructed homes in excellent condition. This variation in condition, coupled with the substantial amount of vacant land located throughout the neighborhood creates a general sense of uncertainty about its future. These current physical conditions of the housing and neighborhood in general reflect the shifting community demographics over the past ten years, which if projected into the future could result in further decline. While the Transformation Plan is based on an understanding of those demographics, it looks beyond them, to describe a program for housing that will result in a sustainable, mixed-income community.

Goals and Guiding Principles for Housing

The Housing Plan component of the overall Revitalization Plan provides a comprehensive approach, plan and phasing sequence to revitalize the entire neighborhood, and addresses the following goals identified during the Community Workshop held on Saturday June 23, 2012, as described above.

In addition, the housing plan for the Cavile Place site and surrounding neighborhood is based on the following guiding principles and commitments:

To minimize disruption of Cavile Place families, the phasing of the new development utilizes a Build First model, so that new construction will occur prior to demolition of housing on the Cavile site. This will allow residents who wish to remain in the neighborhood to do so.

The phasing sequence for the Plan has been developed to minimize the resident relocation that will be required due to the demolition and reconstruction of housing on the Cavile Place site.

Existing residents of Cavile Place who wish to return to the site following the demolition and new construction will be given the opportunity to return. Ac-

commodation of those families wishing to return will however depend on a variety of factors, including Housing Authority policies.

The redevelopment plan should acknowledge and preserve the unique historical heritage of the community.

The Plan calls for the complete demolition of the existing 300 old, poorly arranged housing units on the Cavile Place site, and construction of a total of 300 replacement units in a number of locations, including the Cavile Place site, and other sites within and outside the neighborhood.

The Plan incorporates the principle that all new housing constructed as part of its implementation will be mixed-income, such that all units are of the same design and construction quality, and the public housing units are indistinguishable from other units.

The plan creates a “critical mass” of new housing construction in order to dramatically change the perception of the neighborhood and thereby attract development partners and secure the financing that will be required to implement the plan.

New housing will be developed at densities that will blend with and enhance the existing neighborhood pattern of development. New housing will be designed using architectural elements such as porches and gable-end roof forms that reflect the local architectural character, building scale, grouping of buildings and other design elements.

New housing will be designed such that the resulting development will be compact and pedestrian-friendly with an interconnected network of streets and defensible public open spaces. To the extent possible, rental housing units will be developed within walking distance to public transportation.

New housing will incorporate Green Development elements such as energy-efficient lighting and appliances, low VOC (Volatile Organic Compounds) paint and other coatings, and materials, and sustainable site design elements.

Cavile Place Redevelopment

As part of the initial inventory and analysis phase of the neighborhood plan,



All existing buildings and residential units on the Cavile Place site are proposed to be demolished and replaced with new construction



Illustration of potential new development on the Cavile Place site - looking north along the proposed extension of South Tierney Road.

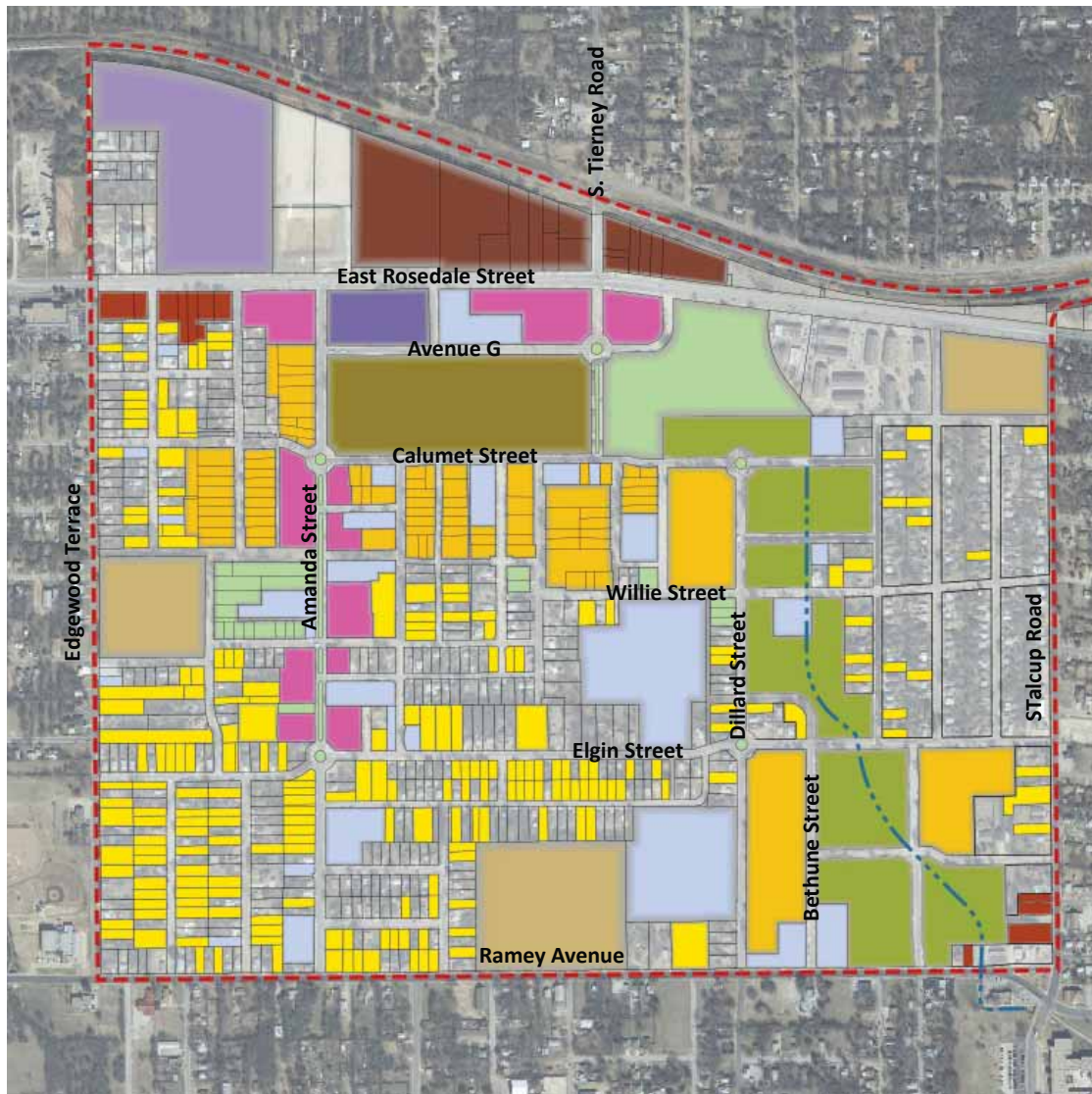
engineers and architects from the planning and design team undertook a reconnaissance of the Cavile Place site, and reviewed the original construction drawings for the buildings. Based on that analysis it was determined that the buildings have significant physical problems that range from air conditioning units that have reached the end of their anticipated service lives, to plumbing problems to structural damage. Based on the extent of those deficiencies, and the barracks-like architecture and site layout, it has been determined that the most effective approach to address the problems is through complete demolition and replacement with new construction.

The 300 existing housing units on the Cavile Place site are proposed to be demolished in three stages of 112, 88 and 100 units respectively. Demolition will begin at the eastern end of the site and proceed toward the west. As discussed in the Neighborhood Plan section, a portion (slightly over 4 acres) of the eastern end of the Cavile site is proposed to become part of Rosedale Park – which will become part of the new “front door” to the proposed new development. In total the reconfigured site will include approximately 16.7 acres.

New construction on the site will also be phased. As illustrated in the preliminary phasing sequence diagrams three stages of on-site construction are proposed. The first stage will consist of approximately 30 units total, to be located on the eastern side of the property, adjacent to the new extension of Tierney Street and expansion of the Rosedale Park. The second stage of construction will include approximately 60 units total, to be located west of the stage one construction. The third stage will include approximately 60 units total and will occupy the western end of the Cavile Place site. In total, the new development will consist of approximately 150 housing units, of which 65 are planned to be public housing rental units and the remaining 85 will be affordable and market-rate rental units. While this is 50 percent of the units now on the site, this reduction in density will allow the development to more closely match the original density of the blocks around the site.

New construction on the Cavile Place site may include two story, walk-up apartment buildings as well as buildings with two or more units, which will be designed to look like large single family homes.

The Housing Plan outlined in this document, provides 225 public housing replacement units within the Stop six neighborhood. To reach one-for-one replacement of the 300 public housing units now on the Cavile Place site, an additional 75 replacement units are needed. It is anticipated that these additional units will be located outside of the Stop six neighborhood.



Cavile Place and Surrounding Neighborhood Revitalization Plan

Housing and Neighborhood Plans

Housing Plan Elements

- Cavile Place Redevelopment
- Residential Redevelopment
- Residential Infill
- Large Site Development

Neighborhood Plan Elements

- Retail Commercial Redevelopment
- Retail Commercial Infill
- Mixed Use/Retail + Residential
- Park and Open Space
- Community Gardens/Future Residential
- Major Employer Opportunity Site
- Educational/Institutional
- Institutional - Job Training and Business Incubator
- Existing Uses to Remain

Residential Redevelopment

The plan calls for new residential development on blocks immediately to the south and west of the Cavile Place site. Much of the land on these blocks is already vacant. The intent is to acquire all of the vacant land and the remaining occupied lots to assemble complete blocks for new development. Existing residential structures on these blocks will be renovated, where practical, to become an integral part of the new development. In total the plan includes the redevelopment/development of some 44 acres of land, of which approximately 25.5 acres are currently vacant.

New construction on the proposed redevelopment blocks will consist of single family detached structures or structures designed with two or more units but which will be designed to look like large single family homes. Every residential unit in multi-unit buildings will have its own front door.

The total development to be accommodated on the redevelopment blocks/sites is 293 units. Of these, 60 are proposed to be public housing rental units, 75 are RAD-Type project-based rental assistance units, 41 are affordable rental (LIHTC) and 42 are market-rate rental units. Additionally, 75 of these units will be homeownership, including 25 Section 8 Homeownership and 50 affordable homeownership units. Additionally, 53 rental units (26 HOME affordable rental and 27 market-rate) will be developed in the mixed-use development at the East Rosedale/Tierney Street intersection. Development of the blocks is proposed to occur in three major phases, with new construction occurring in advance of the demolition of units on the Cavile Place site. This sequencing, as shown in the Phasing diagrams, will allow residents who wish to stay in the neighborhood to do so, while only having to move one time – from Cavile Place – to newly constructed units in the surrounding blocks.

Residential Infill and Neighborhood Conservation

Outside of the Cavile Place site, and the blocks identified for residential redevelopment or other uses, there are 193 vacant residential lots located throughout the neighborhood. The plan calls for development of new single family detached homes on these lots over time, with the plan calling for 143 market-rate rental and 50 market-rate homeownership units. Should the residential market prove strong enough, rental units in this category can and should be shifted to ownership units. It is recommended that programs to develop the properties, and to encourage and support home-buyers be focused on these blocks/properties, to continue to stabilize the neighborhood. In addition, to support existing residents

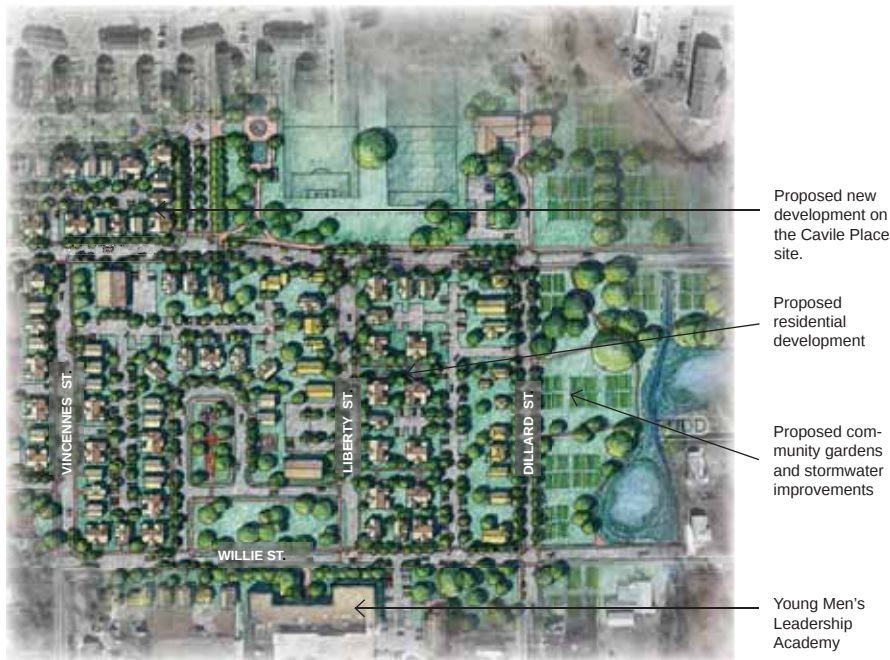


Illustration of proposed residential development on the blocks south of the Cavile Place site

of these blocks, the plan calls for the implementation of “Neighborhood Conservation” programs. Such programs may include low – interest loans and/or grants for home repair, renovation or expansion, coupled with technical assistance to homeowners and code enforcement activities. In addition the City of Fort Worth, perhaps in partnership with local churches, should develop “adopt – a – block” programs by which local residents can provide organized assistance in the maintenance of the street rights-of-way.

Large Site Development

There are several sites around the neighborhood that are vacant land today, and which may be developed for residential uses in the future. Included in this category is the large vacant site at the southwest corner of East Rosedale Street and Stalcup, as well as large areas of vacant land along Ramey Avenue and Edgewood Terrace. The later two properties are indicated on the Transformation Plan as “Community Gardens / Future Potential Development”, indicating they may have an interim use until such time as the residential market would support their development, or other uses could be found.

Green Building

All residential development proposed as part of the Transformation Plan will incorporate “green” or sustainable design features such as energy-efficient “Energy Star” appliances, high efficiency lighting, low-flow water fixtures, and low VOC (volatile organic compounds) paints and other finishes. It is recommended that the Enterprise Green Community Standards be adopted as the guideline for green/sustainable building design for implementation of the Transformation Plan.

Utility Infrastructure

As plans for the redevelopment/neighborhood transformation are developed in more detail, specific engineering studies will have to be undertaken to determine the conditions of all existing infrastructure systems, including electricity, potable water systems, sanitary sewer systems, and storm water drainage/ management system. Based on these studies appropriate plans for repair and replacement of systems can be developed and included as part of the detailed development/re-development plans for each block.



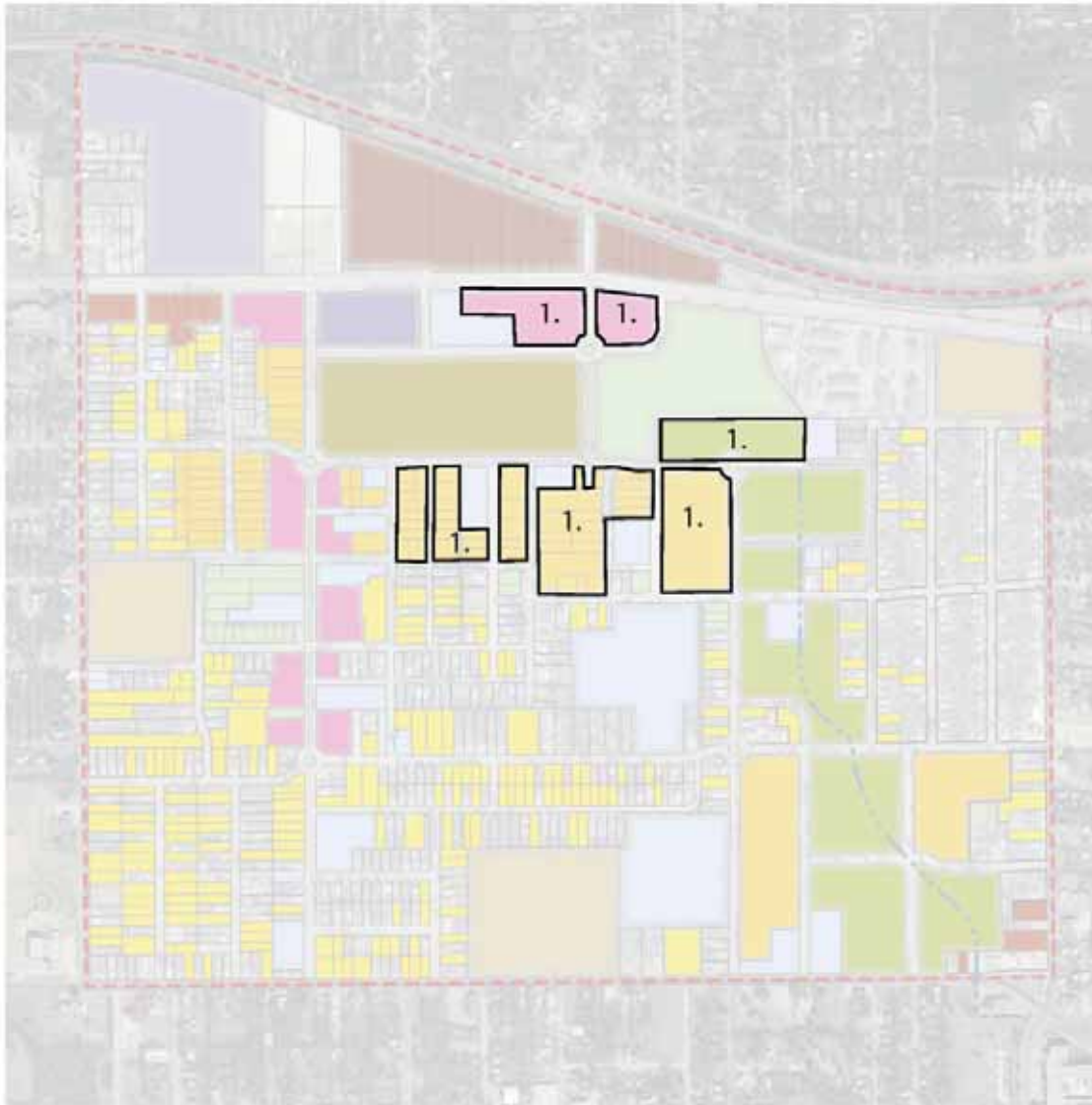
Illustration of neighborhood infill development sites in the vicinity of Edgewood Terrace and Ramey Avenue

IMPLEMENTATION PLAN

Preliminary Phasing

The following diagrams illustrate one potential phasing sequence for implementation of the Cavile Place Neighborhood Transformation Plan. As noted in the guiding principles for housing, the phasing is organized so that initial construction will occur on vacant land immediately adjacent to the Cavile Place site. This will provide nearby opportunities for Cavile residents to relocate should they desire to remain in the neighborhood.

Although the diagrams suggest a discrete time for each phase, in reality the phasing and actual development will likely overlap with many elements happening simultaneously. This is particularly likely in Phases 1A - 1C, as many of the important elements of the Plan are proposed to be accomplished in the first five years of the overall 10-year project timeline.



PRELIMINARY PHASING TIMELINE

Initial Acquisition	1.5 Yrs : July 2013 - Dec 2014
Ph 1A	2.0 Yrs : Jan 2015 - Jan 2017
Ph 1B	1.5 Yrs: Jan 2017 – July 2018
Ph 1C	2.0 Yrs : July 2018 – July 2020
Ph 2	1.5 Yrs – July 2020 – Dec 2021
Ph 3	1.5 Yrs – Jan 2021 – July 2023

INITIAL ACQUISITION / DEMOLITION

1. Acquire 27.5 ac for Phase 1 Development

November 21, 2012

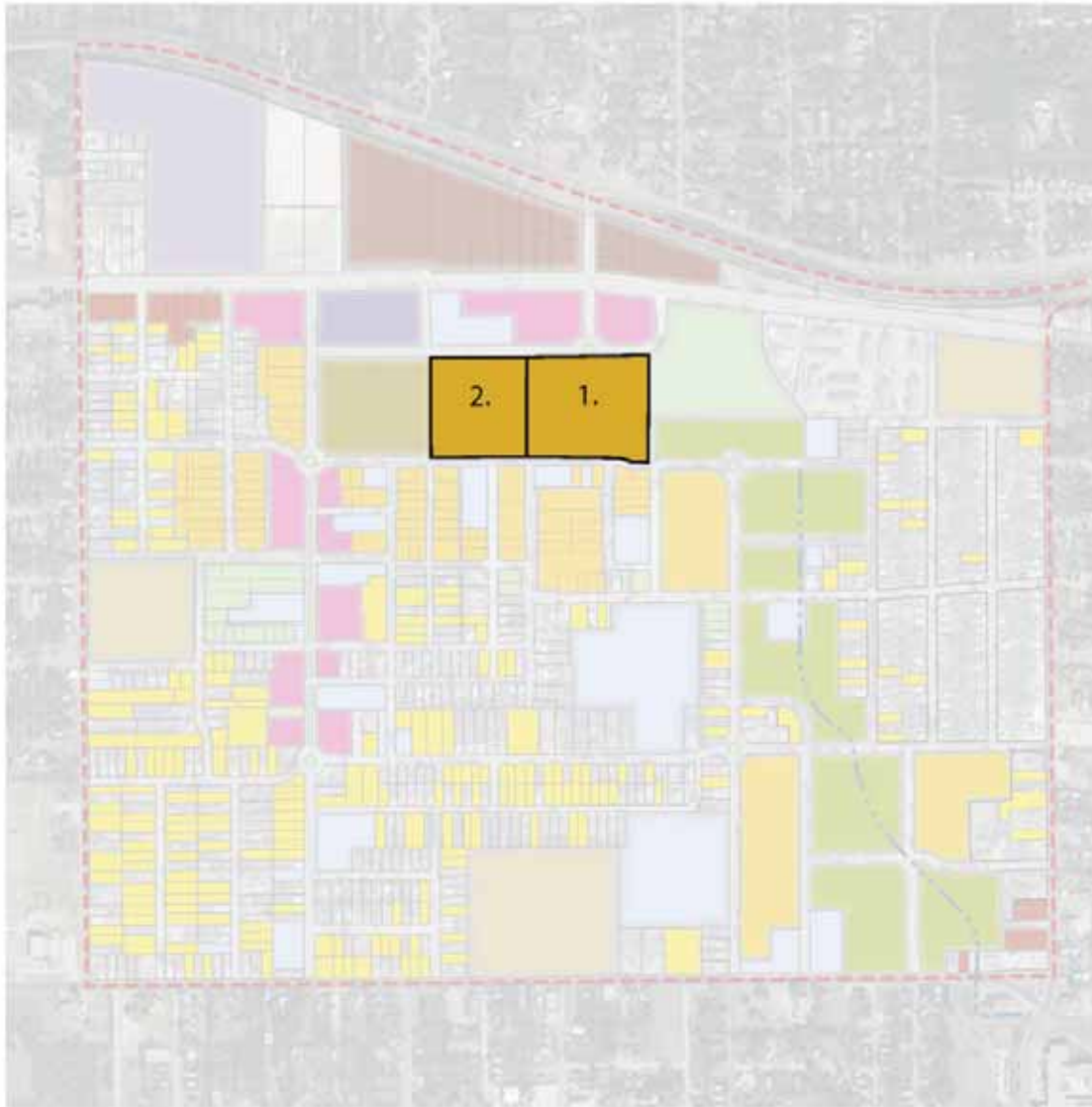


	Phase 1A Residential Redevelop.	Mixed-Use Dev.	TOTAL
Residential			
Public Housing	50 units	0	60 units
Affordable / Market	50 units 100 units	53 units 53 units	93 units 153 units
Commercial			
Retail		20,000 sf	20,000 sf

PHASE 1A

1. Construct Rosedale Improvements and Tierney Street extension
2. Construct Residential Adjacent to Cavile Site
3. Construct First Phase of Community Gardens
4. Construct Mixed-Use Development
5. Construct Job Training and Business Incubator Facility

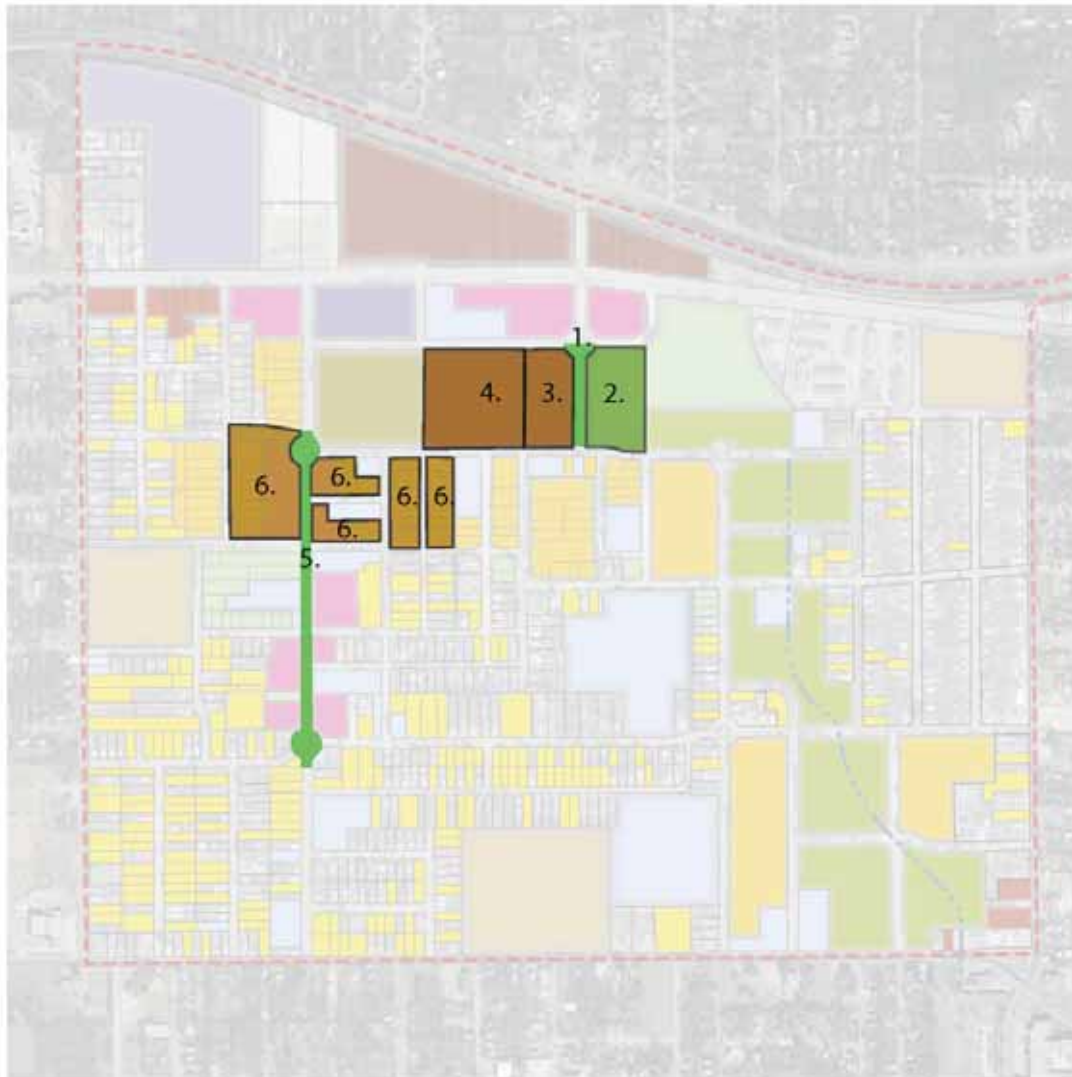
November 21, 2012



PHASE 1B

1. Relocate Residents and Demolish 112 Cavile Place Units
2. Relocate Residents and Demolish 88 Cavile Place Units

November 21, 2012



	Phase 1C Residential Redevelop.	Cavile Site Dev.	TOTAL
Residential			
Public Housing	33 units	39 units	72 units
Affordable / Market	33 units	51 units	84 units
TOTAL	66 units	90 units	156 units

Commercial
Retail

PHASE 1C

1. Construct Tierney Street Extension
2. Construct Park Expansion
3. Construct Residential Units on Cavile Place Site
4. Continue to Construct Residential Units on Cavile Place Site
5. Construct Amanda Street Improvements
6. Construct Residential and Mixed-Use adjacent to Cavile Site

November 21, 2012

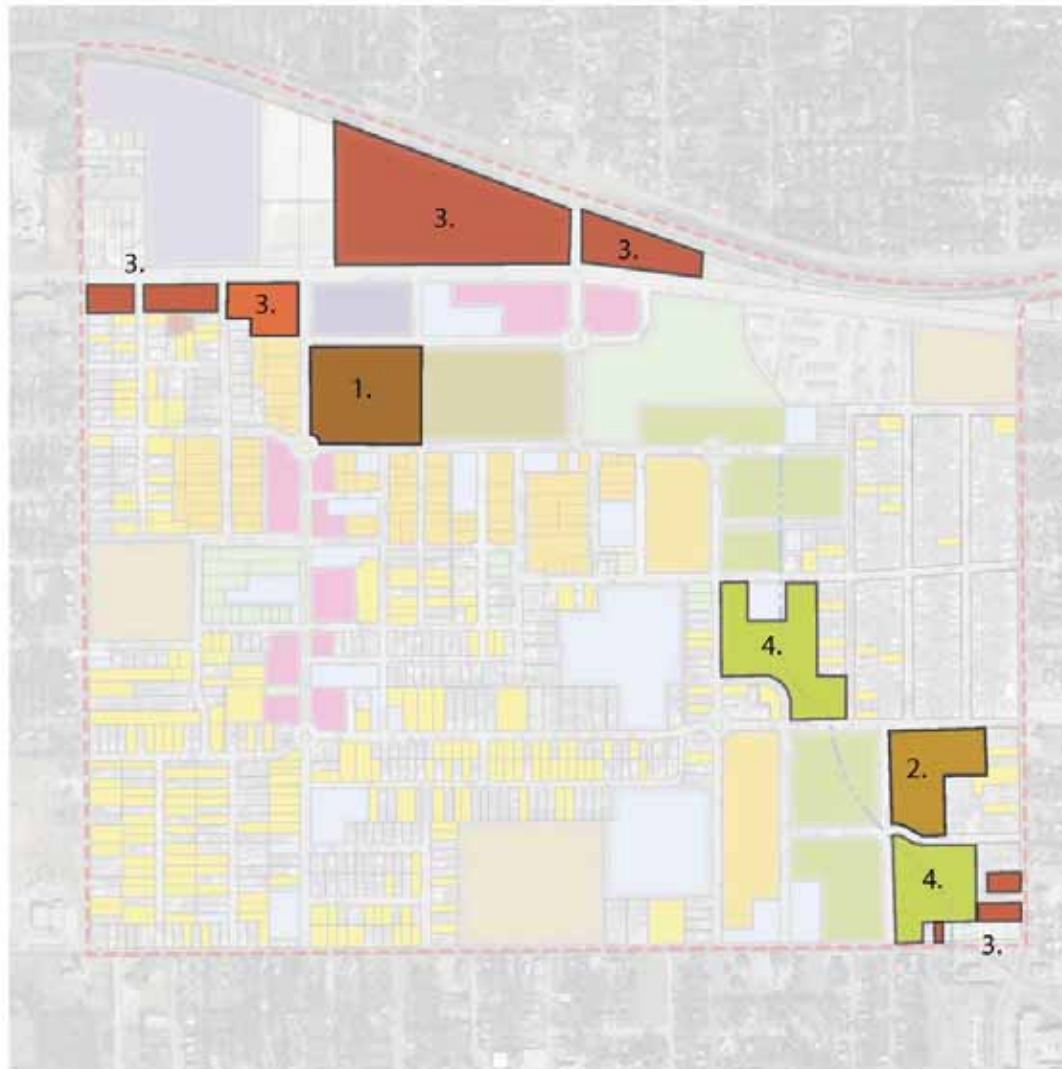


	Phase 2 Residential Redevelop.	Cavile Site Dev.	TOTAL
Residential			
Public Housing	32 units	0 units	32 units
Affordable / Market	85 units	0 units	85 units
TOTAL	97 units	0 units	97 units
Commercial			
Retail			

PHASE 2

- 1.. Construct Residential Adjacent to Cavile Site
- 2 Construct Residential along Dillard St.
3. Construct Community Gardens adjacent to Dillard Redevelopment
4. Demolish 100 Cavile Place Units

November 21, 2012



	Phase 3 Residential Redevelop.	Cavile Site Dev.	TOTAL
Residential			
Public Housing	10 units*	26 units	36 units
Affordable / Market	20 units	34 units	54 units
TOTAL	30 units	60 units	90 units
Commercial			
Retail			129,000 sf

PHASE 3

1. Construct residential on Cavile Place Site
2. Construct residential along Elgin Street
3. Develop other mixed-use and commercial sites, including grocery store at corner of Rosedale and Tierney
4. Construct Community Gardens adjacent to Dillard Street and Ramey Avenue

November 21, 2012

Preliminary Financial plan

Introduction

A broad mix of public and private funding sources will be needed to transition the Cavile Place neighborhood into a stable, mixed income community featuring a variety of housing types and opportunities, as well as bring much needed new commercial and retail investment to the area. In addition, the new housing and commercial development will need to be supported by significant new and rehabilitated infrastructure, including new streets that will reconnect the Cavile Place site to the surrounding neighborhood, new utility lines and connections, and a new storm water management system. Financing for the multi-phase and multi-component redevelopment is projected to include equity proceeds from the syndication of low income housing and new markets tax credits, tax-exempt bond financing, bank financing, City funding, and home sales proceeds.

Conclusion

The projected financing plan outlined in the following table, showing the sources and uses of funds, has been developed with the goal of insuring long-term financial viability while accounting for the conflicting regulatory, timing and economic requirements of the various public and private financing resources. Constraints on public funding, market conditions for each component (rental, homeownership, and commercial), and Cavile Place resident, neighborhood and stakeholder concerns pose additional challenges to a redevelopment plan that encompasses five phases, each with multiple components. Although complex, the financing plan will enable FWHA to create a redevelopment that will not only restore blighted properties, it will help revitalize an entire neighborhood by creating a stable, mixed income development and catalyzing new private sector investment throughout the community.

It should be noted that while the preliminary financial plan illustrates a need for some \$37 million in additional funding, this is not unusual for a project at this conceptual stage of development. The implementation process will include efforts to identify and secure other sources of funding, and/or to modify the scale of the project to match the available financial resources.

Preliminary Development Program

Component Unit Mix

Rental Unit Affordability Mix	Units	%
PH/LIHTC (PH Replacement Units)	125	30%
RAD-Type PBV LIHTC (PH Replacement Units)	75	18%
HOME or Other Affordable (40% - 50% AMI)	26	6% in mixed use
LIHTC (40% - 60% AMI)	94	22%
Market Rate (>60% AMI)	101	24% incl. 27 in mixed use
Total	421	100%

Homeownership Unit Affordability Mix	Units	
Section 8 Homeownership - Acquisition/Rehab		
(Replacement Units)	25	33%
Affordable - Acquisition/Rehab	50	67%
Total	75	100%

Future Phases - Infill Affordability Mix		
Market Rate Rentals	143	74%
Market Rate Homeownership	50	26%
Total	193	100%

Total Unit Mix

Cavile Redevelopment Area Total Units	Units	
PH/LIHTC (PH Replacement Units)	125	25%
RAD-Type PBV LIHTC (PH Replacement Units)	75	15%
HOME or Other Affordable (40% - 50% AMI)	26	5%
LIHTC (40% - 60% AMI)	94	19%
Market Rate (>60% AMI) Rental	101	20%
Section 8 Homeownership - Acquisition/Rehab		
(Replacement Units)	25	5%
Affordable - Acquisition/Rehab	50	10%
Total Redevelopment Units	496	100%

Future Redevelopment		
Other Neighborhood Replacement PH/PBV Units	75	28% Located in non-impacted areas
Infill Market Rate Rentals	143	53%
Infill Market Rate Homeownership	50	19%
Total	268	100%

Redevelopment Plan Total	764	
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Preliminary Financial Plan - Sources and Uses of Funds

Caville Redevelopment Total Units and Phasing	Rental Development	Homeownership Development	Retail/ Commercial / Mixed Use Development	Public Infrastructure and Other Site-Wide Costs	Total
Projected Number of Phases/Components	5	2	5		12
Projected Number of Tax-Exempt Bond Phases	5				
Approx. Number of Units Per 9% Phase	0				
Approx. Number of Units Per 4% Phase	74				
Approx. Number of Units Per Non-LIHTC Phase	0	38	53		
Total Tax Credit Development Units	368				368
Total Non-Tax Credit Development Units	0	75	53		128
Total Number of Units	368	75	53		496
Summary Sources and Uses	Rental Development	Homeownership Development	Retail/ Commercial / Mixed Use Development	Public Infrastructure and Other Site-Wide Costs	Total
Acquisition	9,600,000		3,500,000	-	13,100,000
Total Residential Development Costs	57,000,000		7,950,000		64,950,000
Total Homeownership Development Costs		7,500,000			7,500,000
Total Commercial Development Costs			5,622,000		5,622,000
Demolition				1,500,000	1,500,000
Relocation				900,000	900,000
Public Infrastructure Caville				2,000,000	2,000,000
Neighborhood Public Infrastructure Improvements				10,000,000	10,000,000
Stormwater Management Improvements				1,500,000	1,500,000
Community Gardens				390,000	390,000
Supportive Services				4,500,000	4,500,000
Total Uses	66,600,000	7,500,000	17,072,000	20,790,000	111,962,000
Sources					
LIHTC Equity	20,800,000				20,800,000
Tax-Exempt or Taxable Debt	9,480,000		14,072,000		23,552,000
State HTF					-
Historic Tax Credits					-
FWHA RHF	2,500,000				2,500,000
FWHA Capital Funds (2013-2014 Caville Amount)	867,930				867,930
FWHA Program Income					-
FWHA Capital Funds Financing					-
Other FWHA Funds					-
City Infrastructure Funds				5,000,000	5,000,000
Stormwater Funds				1,200,000	1,200,000
City HOME	2,500,000				2,500,000
City CDBG				1,500,000	1,500,000
City Sec. 108			1,000,000	390,000	1,390,000
City Land Contribution	1,920,000				1,920,000
New Market Tax Credits			2,000,000		2,000,000
Other Leveraged Financing					-
Home Buyer Mortgages and Equity		6,750,000			6,750,000
State Homebuyer Assistance		750,000			750,000
Supportive Services Funding				4,500,000	4,500,000
Additional Funding Required	28,532,070	-	-	8,200,000	37,482,070
Total Residential Development Sources	66,600,000	7,500,000	17,072,000	20,790,000	111,962,000

Preliminary Financial Plan Assumptions

The following is an outline of the assumptions utilized to develop the proposed financial plan outlined in this document, recognizing that available sources will likely change over the course of the project, requiring an extremely flexible approach to assembling all sources necessary to implement the Transformation Plan. The phasing plan represents the schedule for funding contributions, however, it should be recognized that the different projects/unit types within phases (e.g. for-sale, LIHTC, mixed-use, etc.) may proceed on separate schedules depending on timing of financing availability as well as due to acquisition, infrastructure and construction issues.

Affordability/Unit Type Mix

- **LIHTC Projects:** 368 units are assumed to be included in five separate Low Income Housing Tax Credit (LIHTC) phases/developments, averaging 74 units each. Of the 368 total, 150 are proposed to be developed on the Cavile site, and 218 on the identified “Redevelopment” blocks near the site. Also of the 368 units, 125 are public housing, 75 are proposed to be RAD-type Project-Based rental assistance, 96 are LIHTC-only (without an operating subsidy) and 72 are market-rate units (which are not funded by LIHTC. The projection of five phases is very preliminary, and is based on sites identified within the larger three, multi-component phases. Infrastructure and other implementation elements will be incorporated when more detailed design and phasing schedules are prepared.
- **HOME or Other Affordable Units:** 26 units at the Mixed-Use property are proposed to utilize HOME funds or another affordable housing source. Units in the mixed-use development are located too close to the rail road tracks to qualify for tax credits under the current State Qualified Action Plan (QAP).
- **For-Sale:** The plan proposes 125 for-sale units, including 75 affordable units and 50 market-rate units. Of the 75 affordable for-sale units, 25 would be replacement units for public housing residents and be financed as part of a Section 8 homeownership program (with Section 8 subsidy assisting residents with mortgage payments). The 50 market-rate units are proposed to be on the in-fill blocks, which are not included in the financial projections.
- **Market-Rate Rental:** In addition to the 72 market rate units in the LIHTC projects, there are an additional 170 market-rate rental units that are not

included in the financing plan, including 27 in the mixed-use development and 143 in the residential infill phase of the Transformation Plan. If a market exists at that time for the conversion of all or some of the 143 units to homeownership, that would be beneficial to the sustainability of the overall plan.

- **Affordability Mix:** For the LIHTC developments, the average projected unit mix is:
 - 34% Public Housing LIHTC (Replacement Units for Choice Neighborhoods (CNI)). Maximum income is 80% of Area Median Income (AMI), although likely income below 30% AMI. (Income tiering would be possible.)
 - 20% RAD (Rental Assistance Demonstration)-type Project-Based Rental Assistance LIHTC (CNI Replacement Units) (Maximum income is 50% of AMI. Likely income is below 30% of AMI).
 - 26% LIHTC. Typical range is 50% of AMI to the program maximum of 60% of AMI.
 - 20% Market Rate. Unrestricted incomes, although rents and affordability are projected to start at the same levels as LIHTC units.
- **Affordability Mix for For-Sale units:** Homeownership units are projected to be affordable to buyers earning approximately 60% of AMI (for a three-person household) to 65% of AMI (for a four-person household).
- **Mixed-Use Unit Affordability:** The mixed use development is projected to have 26 affordable units and 27 market rate units. The affordable units are assumed to be subsidized by HOME funds and to be affordable to renters earning 50% of AMI and below.

Cost Assumptions

- **Rental Units:** Total development costs are estimated to be \$155,000 per unit, including bond issuance costs and site work. Estimates are based on comparable projects and industry standards.
- **Relocation and Demolition:** Based on comparable projects, costs are estimated to be \$5,000 per unit to demolish the existing project and

\$3,000 per unit to relocate families (off-site and back on-site post-redevelopment).

- **Infrastructure:** On-site, off-site and storm water management system costs were estimated based on per square foot and per linear foot costs for comparable projects, and, for off-site infrastructure, an assessment of the need for new or rehabilitated utilities and streets in the neighborhood. Infrastructure costs include utilities, streets, sidewalks, landscaping and open space, including projected costs for community gardens.
- **Acquisition:** A total of \$9.6 million, \$4.00 per square foot, based on current land valuations, to acquire the identified off-site development parcels.
- **Homeownership:** Costs of \$100,000 per home are projected assuming the acquisition and substantial rehabilitation of existing structures.

Financing Assumptions

- **LIHTC:** Five allocations of 4% LIHTC are assumed. 4% credits are assumed given general competition for 9% credits, and particularly given the recent changes to the State QAP (Qualified Action Plan) that would make it difficult for projects in an impacted neighborhood to be funded. In addition, if Choice Neighborhoods funding were to be sought, the threshold for documenting 9% LIHTC commitments to have tax credit equity included in leverage scoring is more difficult to achieve than for 4% LIHTC.
- **LIHTC Equity Underwriting:** All LIHTC phases were assumed to qualify for a QCT/DDA (Qualified Census Tract/Difficult Development Area) 130% basis boost. Projected syndication rate is \$0.92.
- **Debt Underwriting:** A long-term tax-exempt rate of 5.5%, including annual credit enhancement fee, is assumed for permanent debt underwriting purposes, with a 30-year loan and 1.35 debt coverage ratio. Rates would vary based on credit enhancement (for example, bank letter of credit), fixed vs. variable, and whether there was an interest rate hedge if a variable interest rate was used. Please note, current long-term FHA interest rates are currently lower (approximately 4.0%) than tax-exempt rates with similar terms and can be combined with tax-exempt/4% LIHTC financing.
- **Rental Assistance Demonstration (RAD):** Rents for RAD-type units were based on RAD contract rents by unit size (i.e. one-bedroom, two-bedroom) provided by HUD for Cavile Place. LIHTC and Market Rate unit

rents are assumed to be the 50% AMI LIHTC net rents by bedroom size. Utility allowances are from the current Fort Worth Housing Authority (FWHA) schedule. Operating expenses are assumed to be \$4,500 per unit annually, including replacement reserves. Detailed projections of future public housing (PH) operating subsidies will need to be prepared to confirm this amount, as PH units often operate at a deficit and would therefore require cross-subsidy from non-PH units.

- **Home Buyer Loan Underwriting:** Home sales prices were projected to average \$100,000 per home. An interest rate of 6% was assumed for an 80% loan-to-value, 30-year home buyer mortgages. Supportable debt was projected assuming a 38% “back-end” ratio, \$400 per household in monthly housing escrows and \$400 per household in other monthly debt payments.
- **Other Funding:** The financial projections include projected funding from a variety of other public and private sources:
 - **Replacement Housing Factor (RHF) Funds:** \$2.5 million of FWHA RHF funds are assumed to be available over a five-year implementation period. Acceleration of FWHA funding through capital funds financing, with a bank loan or through a bond issue, would be possible.
 - **Cavile RHF:** Approximately \$870,000 of additional RHF funds that would be generated in 2013 and 2014 by the demolition of the existing project has been included.
 - **City Land:** City-owned property, valued at \$1.2 million (equal to 20% of \$9.6 million total acquisition costs), is assumed to be provided at no cost for off-site components of the Cavile redevelopment.
 - **Home Buyer Down-Payment Assistance:** \$10,000 per unit, \$750,000 total, of State down payment assistance has been included.
 - **Community Development Block Grant (CDBG) and Section 108 Funds:** \$1.5 million of City CDBG funds for infrastructure and \$1.39 million of Sec. 108 funds for commercial/mixed use development and community gardens have been included.

- **HOME funds:** \$2.5 million of City HOME funding was assumed for the affordable units in the mixed use development.
- **New Market Tax Credits (NMTC):** \$2 million of NMTC for commercial developments, assuming a \$0.92 syndication rate has been included.
- **Commercial Development Bank Financing:** Gap funding for the commercial and mixed use components was assumed to come from private bank loans.
- **City Infrastructure and Storm Water Funds:** \$6.2 million of funding from the City for on-site and off-site infrastructure and storm water management systems has been assumed.
- **Supportive Services Funds:** Funds and in-kind contributions from social service and non-profit organizations, foundations, and City and State agencies were assumed to cover the costs for the supportive services program.

APPENDIX A

Demographics

Demographic Data for the People Plan

Methodology

This analysis was compiled using data provided by federal, state, and private/non-profit research publications. 2010 U.S. Census and the US Department of Housing and Urban Development (HUD) provided much of the demographic information included in this report. The report notates instances where data was obtained through other sources. Where this report references the “surrounding neighborhood” or “the neighborhood,” the analysis used data for Census Tract 1036.01. Where crime statistics are being reported, the “neighborhood” refers to the area within 2.5 miles of Cavile Place.

The planning team developed a resident survey instrument that was completed by 186 of Cavile Place’s 282 households. The survey was administered in a community setting with Fort Worth Housing Authority (FWHA) staff in attendance to assist residents as needed. To ensure the highest response rate possible, FWHA staff also went door-to-door and offered phone surveys for residents who were unable to attend the community session.

General Demographics

FWHA and HUD maintain databases of general demographic information for residents in each public housing development. A comparison of HUD data with neighborhood, state, and national census data reveals that the neighborhood, and in particular Cavile Place, has a significantly higher concentration of minority and children residents than other geographic areas.

According to the US Census, the population of the neighborhood is 2,800. The current public housing population of Cavile Place is 747 residents living in 282 households, which represents 26.7% of the neighborhood’s total population. As Cavile Place residents represent such a large portion of the neighborhood as a whole, the general well-being of those living at Cavile Place has a significant impact on the surrounding neighborhood.

Race and Ethnicity: Both Cavile Place and the surrounding neighborhood have a predominately Black/African-American population. A strong majority of residents at Cavile Place (88%) and the surrounding neighborhood (73.3%) are Black /African-American. At the state and county levels, Black citizens comprise a much smaller percentage of the population (11.8% and 14.9%, respectively). Conversely, Cavile Place and the surrounding neighborhood have a small population of White residents (11%

and 12.5%), whereas the majority of county and state citizens (66.6% and 70.4%) are White.

Cavile Place has a relatively small percentage (9%) of Hispanic residents. This compares to the neighborhood (22.8%), the county (26.7%), and the state (37.6%) which all have higher percentages of Hispanic citizens than the nation as a whole (16.7%). Figure 1 provides a detailed breakdown of the race and ethnicity of Cavile Place residents.

Figure 1: Racial and Ethnic Backgrounds of Population

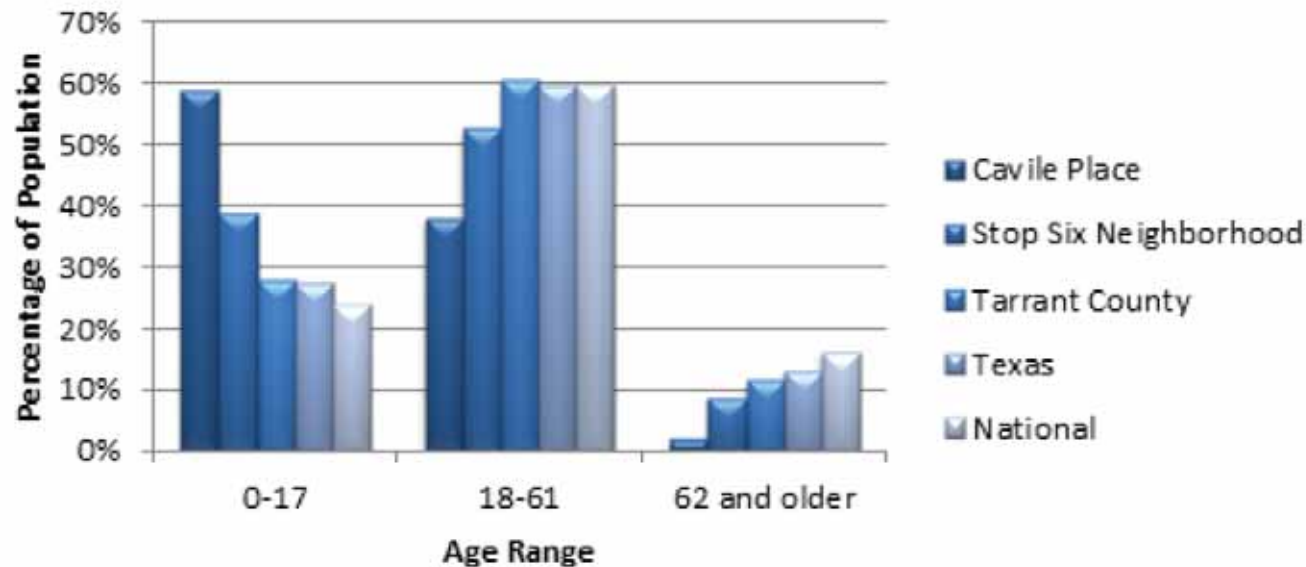
Characteristic	Cavile Place	All Fwha	Surrounding Neighborhood*	Tarrant County	Texas	National
Race						
White	11%	51%	12.5%	66.6%	70.4%	78.1%
Black/African-American	88%	45%	73.3%	14.9%	11.8%	13.1%
American Indian or Alaska Native	0%	1%	.2%	.7%	.7%	1.2%
Asian	1%	2%	.2%	4.7%	3.8%	5.0%
Native Hawaiian or Pacific Islander	0%	0%	<.1%	.2%	.1%	.2%
Other or Combination	0%	1%	13.8%	13%	13.2%	2.3%
Ethnicity						
Hispanic	9%	24%	22.8%	26.7%	37.6%	16.7%
Non-Hispanic	91%	76%	77.2%	73.3%	62.4%	83.3%
*Census Tract 1036.01 is used as a proxy for the “surrounding neighborhood.”						

Age: HUD data also reveals that 442 of the 747 (59%) residents at Cavile Place are children and only 20 residents (2%) are elderly.¹ As shown in Figure 2, the percentage of children residing in Cavile Place is high compared to the neighborhood, county, state, and national levels. Although the neighborhood also has a relatively high percentage of children (38.9%), that percentage is less than Cavile Place. HUD data indicates that 198 (70%) of the 282 households residing at Cavile Place consist of a

¹ HUD defines ‘elderly’ as a person who is 62 years of age or older.

female head of household with children.

Figure 2: Age Distribution of Residents



Disability Status: Cavile Place has a lower percentage (18%, n=51) of disabled residents when compared to all FWHA households (35%) and the statewide public housing percentage (38%). This is likely the result of the fact that Cavile Place is a family development, and has no elderly or disabled designation.

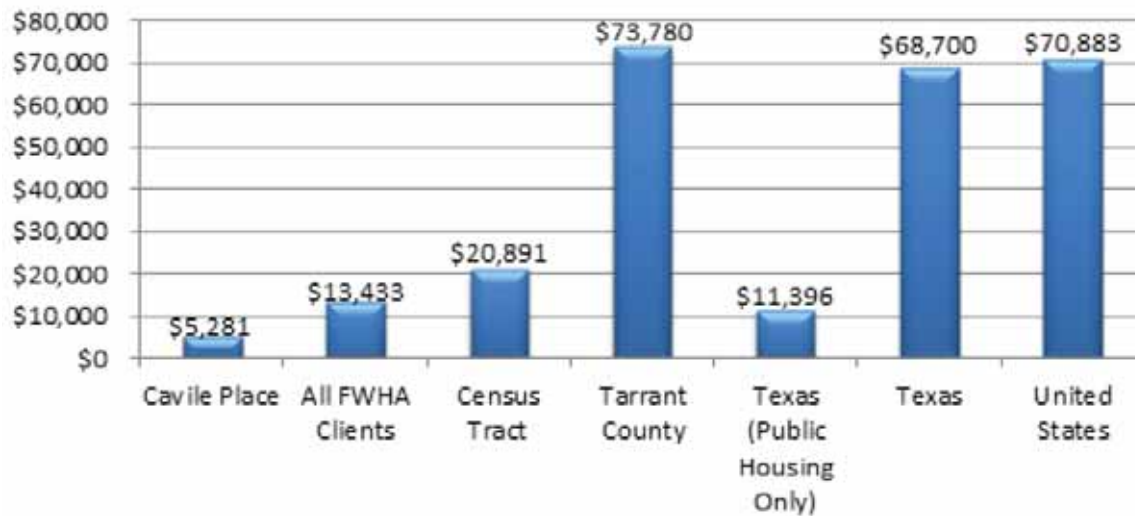
Resident Tenure: A high percentage of Cavile Place residents (37%) moved into the development within the last year, indicating a relatively high turnover rate at the site. When compared to the FWHA-wide data, the number of residents who have resided at Cavile Place for less than five years (82%) is relatively similar to the agency-wide percentage of clients (77%) who have resided at their current site for less than five years. Although a majority of residents have short tenures at the site, there are eleven households (4%) who have resided at Cavile Place for more than twenty years.

Employment and Economic Opportunity

Income Level: Residents of Cavile Place and the surrounding community are overwhelmingly low-income. Over forty-five percent (45.6%) of neighborhood residents fall below the federal poverty level². This is a significantly higher level than the county (10.4%), state (13.0%), and national (10.1%) figures. The average annual income of a Cavile Place resident is \$5,392, which is extremely low even when compared with other public housing residents. The FWHA-wide public housing average income is \$13,521 and the state wide public housing average is \$11,396.

Tarrant County has an average income that is more than three time larger than the neighborhood's average income and almost fourteen times larger than Cavile Place average income. Figure 3 demonstrates how the average income of Cavile Place residents compares to other geographic areas.

Figure 3: Average Income by Geographic Area



² The current federal poverty level for a family of four is \$23,050.

Income Source: According to HUD data, only 28% (n=79) of Cavile Place households reported having wage income, compared to the statewide public housing employment rate of 38%. Those who are employed work in various industries; however, according to Census data, the largest industries for employment in the neighborhood include transportation, manufacturing, waste management, and education/health care. Among employed survey respondents, the most commonly reported industries were healthcare (24%, n=8), retail/sales (12%, n=4), and childcare (18%, n=6).

According to the Texas Workforce Commission, the unemployment rate for Fort Worth was 7.3% as of July 2012, which was below the 8.3% national unemployment rate at that time. Although unemployment rate is not available at the neighborhood level, based on average income and resident feedback, it can be inferred that the unemployment rate is much higher in the neighborhood than Tarrant County as a whole. Further, based on the responses of employed survey respondents, many of the employed residents are underemployed. A majority of employed survey respondents (67.8%, n=23) stated that they are only employed part-time and most reported that they have never received a promotion or switched jobs for a higher paid position.

Beyond employment income, over half (55%) of Cavile Place residents report receiving welfare assistance, twenty-seven percent (25%) report receiving SS/SSI, and half percent (50%) report having some “Other Income.” Only one-percent (1%, n=3) of the residents report having no income, a level consistent with other Texas public housing residents. Likely because Cavile Place is a family development, the percentage of clients receiving welfare is significantly higher than the agency-wide percentage (34%), and the percentage of clients receiving SS/SSI benefits is significantly lower than the agency-wide percentage (55%).

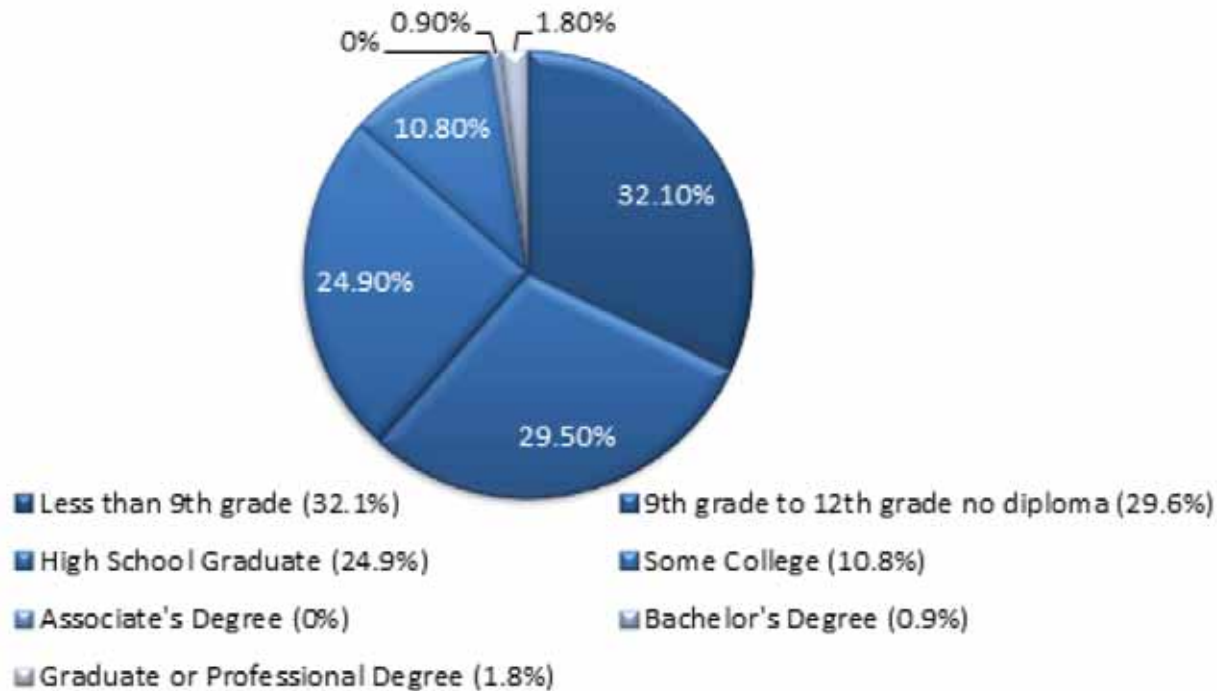
Employment Obstacles: The three most common obstacles to employment cited by survey respondents were transportation issues (32%, n=44), lack of child care (30%, n=41), and lack of available jobs (25%, n=34). Because there is very little public transportation in the area, few (15%, n=5) residents rely on public transportation to travel to work. A majority of survey respondents either drive (41%, n=14) or carpool (24%, n=8) to work.

Education

Educational Attainment: Neighborhood residents have very low educational attainment, with a majority (61.6%) of the population over the age of twenty-five not having a high-school diploma. Nationally, approximately fifteen percent (14.9%) of the population over the age of twenty-five has not obtained a high-school diploma. Similarly, the county (16.2%) and state (20%) have a significantly lower percentage of the population that has not graduated high school. Less than three-percent (2.7%) of

the neighborhood population has graduated from college, compared to twenty-eight percent (27.9%) nationally.

Figure 4: Level of Education Attainment in the Neighborhood



School Performance: The majority of Cavile Place's school-age children attend two elementary schools (Maude I. Logan Elementary School and Maudrie Walton Elementary), two middle schools (Dunbar 6th Grade and Dunbar Middle School [now the Young Men's Leadership Academy]), and one high school (Dunbar High School). According to 2011 data published by the state of Texas, students at neighborhood schools consistently underperform their peers statewide. Only two of the neighborhood schools are deemed "Academically Acceptable" by state standards. As Figure 5-7 indicates, local students begin lagging behind their peers in the early grades and remain behind through the end of high school.

By the time local students reach high school age, only seven percent (7%) meet

the state's "commended" reading level and four-percent (4%) meet the state's "commended" math level. This compares to state-wide averages of thirty-three (33%) and twenty-nine (29%) percent respectively. Of Cavile Place survey respondents with children, over one-third (34%, n=32) had a child that repeated a grade level. Only 22% of high school graduates were deemed "college-ready,"³ and on average, Dunbar HS students score 98 points below the state SAT average in 2010 (Texas Tribune Online, *Public School Explorer-Dunbar HS*). The school's average SAT score of 887 signifies that that the average Dunbar HS student places in the bottom quartile of national scores.

Figure 5: Elementary School Performance

School	School Rating	% Meeting "Commended" State Reading Performance	% Meeting State Standard for Reading	% Meeting "Commended" State Math Performance	% Meeting State Standard for Math	Attendance Rate
Maude I Logan	Academically Unacceptable	25%	75%	20%	72%	94.7%
Maudrie Walton	Academically Acceptable	20%	88%	16%	83%	95.4%
State Average	N/A	33%	90%	29%	84%	95.5%
State Standard	N/A	30%	70%	30%	65%	97%

³ Texas Department of Education defines "college ready" in their Accountability Manual. Generally, they define "college ready" as an individual who scores in the 70th percentile or higher on the TAKs, SAT, or ACT.

Figure 7: Middle School Performance

School	School Rating	% Meeting “Commended” State Reading Performance	% Meeting State Standard for Reading	% Meeting “Commended” State Math Performance	% Meeting State Standard for Math	Attendance Rate	Completion/ Graduation Rate
Dunbar 6 th Grade	Academically Unacceptable	21%	69%	21%	72%	N/A	94.5%
Dunbar MS	Academically Acceptable	23%	81%	9%	72%	98.6%	91.7%
State Average	N/A	33%	90%	29%	84%	95.5%	99.8%
State Standard	N/A	30%	70%	30%	65%	96%	75%

Figure 8: High School Performance

School	School Rating	% Meeting “Commended” State Reading Performance	% Meeting State Standard for Reading	% Meeting “Commended” State Math Performance	% Meeting State Standard for Math	Attendance Rate	Completion/ Graduation Rate	College Ready Graduates
Dunbar HS	Academically Unacceptable	7%	82%	4%	56%	78%	91.5%	22%
State Average	N/A	33%	90%	29%	84%	91.4%	95.5%	52%
State Standard	N/A	30%	70%	30%	65%	95%	75%	40%

Health

The neighborhood experiences many of the health problems faced by low-income communities across the country. According to the CDC's Behavioral Risk Factor Surveillance System data for Tarrant County, the lower an individual's income in Tarrant County, the less likely they are to report sufficient physical activity, the less likely they are to report good health, and the less likely they are to have received cancer or other medical screening. As a strong majority (91%) of Cavile Place residents make below \$15,000, it is likely that these health issues are common amongst residents.

Data published by St. Luke's Episcopal Health System and by the Center for Disease Control reveals that mortality rates are significantly higher for those living in the surrounding neighborhood⁴. As Figure 9 demonstrates, neighborhood mortality rates are generally at least twice as high as the comparable county and national rates. Although the exact cause of the higher mortality rates is unknown, the quality of health care and personal health habits may be contributing factors.

Figure 9: Mortality Rates by Disease

Disease	Neighborhood Mortality Rate	Tarrant County Mortality Rate	United States
Cancer	245/100,000	133/100,000	174/100,000
Heart Disease	373/100,000	163/100,000	193/100,000
Cerebrovascular Disease (stroke)	133/100,000	44/100,000	42/100,000
Chronic Lower Respiratory (Asthma)	64/100,000	32/100,000	40/100,000
Diabetes	59/100,000	18/100,000	22/100,000

Consistent with the mortality rate data, less than half (42%, n=79) of Cavile Place survey respondents reported being in good or excellent health. As shown in Figure 10, the most commonly cited health issues by survey respondents included asthma, diabetes, and heart-related illness.

⁴ Mortality rate is defined as the ratio of deaths in an area to the total population of that area.

Figure 10: Health Issues Report by Survey Respondents

	Percentage	Number
Asthma	30%	56
Diabetes	16%	29
Heart-Related Illness	13%	24
Learning Disability	12%	22
Mental Health Issues	9%	17
Obesity	3%	5
Other **	16%	30
Did Not Answer	39%	73
** High blood pressure (7), Not specified (3), Back problems (2), Kidney (2), ADHD (1), Blindness (1), Bronchitis (1), COPB, High Blood Pressure (1), COPD, HBP, HCL (1), Cystic Fibrosis (1), Eczema (1), Headaches (1), Leukemia (1), Lung Disease (1), Muscular back, hip, thigh (1), Osteoporosis (1), Sickle Cell (1), Sinus (1), Stomach Ulcers (1), Stroke (1)		

Insurance Coverage and Medical Services: Thirty-five percent (35%, n=66) of survey respondents reported having at least one individual in the household who did not have Medicare, Medicaid, or other health insurance. In addition to being underinsured, residents often do not have access to or do not utilize the proper medical services. As demonstrated in Figure 11, although a majority of residents report utilizing a doctor's office, there remain a high percentage of clients who report to regularly using the emergency room. Additionally, among the 46 elderly/disabled survey respondents, only three reported having health home care workers and only two received "Meals on Wheels."

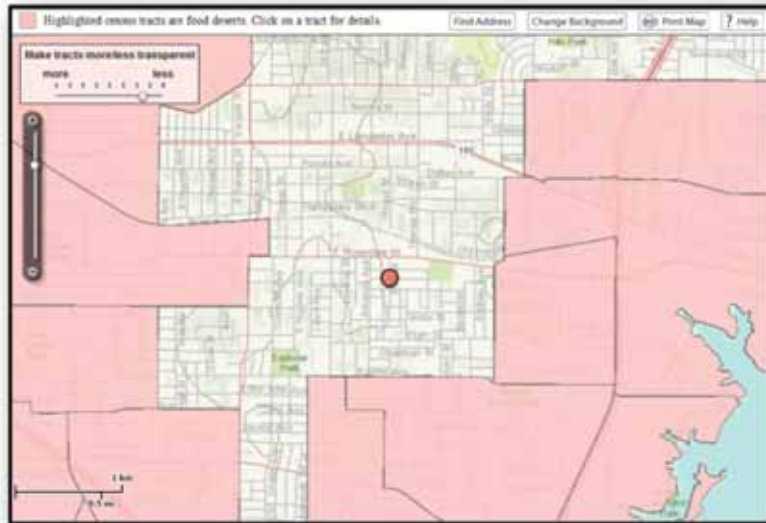
Figure 11: Medical Services Provider Typically Used by Survey Respondents

	Percentage	Number
Doctor's Office	59%	109
Emergency Room	40%	75
Neighborhood Clinic	24%	44
Pharmacy Clinic	3%	6
Other		
Not Specified	1%	2
VA	1%	1
JPS	1%	1
UPS	1%	1
Peter Smith	1%	1
Hwy 30 Clinic	1%	1
Urgent care	1%	1
Appointment times	1%	1
Did Not Answer	5%	9

Nutrition: According to the U.S. Department of Agriculture, much of the area surrounding Cavile Place is designated as a 'food desert.'⁵ As demonstrated in Figure 12, Cavile Place is not considered to be in the 'food desert'; however, local stakeholders reported that there is very little access to healthy and affordable food. Stakeholders also reports that food trucks have become a popular source of food for residents, which is often more expensive and less nutritious than grocery store food.

⁵ U.S. Department of Agriculture defines a food desert as a low-income census tract where a substantial number or share of residents has low access to a supermarket or large grocery store. "Low-access" means at least 500 people and/or 33% of the census tract is more than one mile from the grocery store or supermarket (10 miles for rural census tracts).

Figure 12: Food Desert Surrounding Cavile Place



Safety

The second most commonly reported concern of Cavile Place survey respondents is the prevalence of crime. Sixty-three percent (n=94) of respondents stated that they feel somewhat or very unsafe. Stakeholders and numerous survey respondents also reported that drugs are of particular concern for the community. This concern is supported by on-site crime data which revealed twenty-three drugs arrests in 2011, fourteen of which were felonies. In total, there were sixty-nine Part I crimes on-site in 2011. Furthermore, crime data for the area surrounding Cavile Place show that neighborhood crime rates are well above city-wide rates.

The Fort Worth Police Department provided crime data for the area within two and half miles of Cavile Place and for the city as a whole. The neighborhood surrounding Cavile Place has a violent crime rate⁶ (1,371.5) that is more than double the citywide rate (539.5) and, according to FBI data, three times the national rate (403.6). Although the murder rate dropped significantly between 2010 and 2011, the rate (16.8) remains

6 Crime rate is the rate of crime per 100,000 population

significantly higher than the citywide rate (6.6).

The property crime rate in the Cavile Place area (6,804.4) is also higher than the city rate (4,679.8); however, the difference is less significant than with the violent crime rate. Generally, Cavile-area property crime rates are 1.5 times the city rate, whereas the violent crime rates are two to three times the city rates. Figures 13-15 below provide a detailed breakdown of the crime rate for various crimes at the city and local level.

Figure 13: On-Site Crimes at Cavile Place in 2011

Part I Crimes	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Murder				1									1
Rape													
Robbery			1		1	1	1	1	1	1			7
Aggravated Assault		1	1	1	1	1	2	3	2		3		15
Burglary	1		1	2		1	1	3		2		2	13
Larceny/Theft/BMV	3	1	2	6	2	3	1	1	1	2	3		25
Auto Theft		1		1			3	2		1			8
Arson													
Total Part I Crimes	4	3	5	11	4	6	8	10	4	6	6	2	69
Part II Crimes	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Other Assaults	2	2			4	1	5	3	2	1	2		22
Criminal Mischief/Vandalism		3	2	2	1	2	2		1			1	14
Criminal Trespass								1			2		3
Deadly Conduct													
Disorderly Conduct	1							1	1				3
Forgery/Counterfeiting													
Fraud		1				1				2			4
Narcotic Violations	2	1	3		1	2	3	1	2	1			16
Terroristic Threat									1				1
Weapon Offenses													
Total Part II Crimes	5	7	5	2	6	6	10	6	7	4	4	1	63

Figure 14: Cavile Place- 2.5 Mile Area Part I Crime Data

Crime Description	2009 Rate (Count)	2010 Rate (Count)	2011 Rate (Count)
Murder	11.2 (8)	32.3 (23)	16.8 (12)
Rape	77.1 (55)	86.9 (62)	91.2 (65)
Robbery	412.3 (294)	403.9 (288)	406.7 (290)
Aggravated Assault	962.8 (494)	667.5 (476)	856.9 (611)
Sub-Total Violent Crime	1,193.4 (851)	1,190.6 (849)	1,371.5 (978)
Burglary	2,455.6 (1,751)	2,353.2 (1,678)	2,705.2 (1,929)
Theft	3,504.6 (2,499)	3,525.6 (2,514)	3,581.7 (2,554)
Auto Theft	332.4 (237)	413.7 (295)	517.5 (369)
Sub-Total Property Crime	6,292.5 (4,487)	6,292.5 (4,487)	6,804.4 (4,852)
Part I Crime Rate	7,485.9 (5,338)	7,434.1 (5,336)	8,175.9 (5,830)

Figure 15: Fort Worth—City Wide Part I Crime Data

Crime Description	2009 Rate	2010 Rate	2011 Rate
Murder	6.5	8.8	6.6
Rape	49.8	42.4	47.3
Robbery	200.1	180.0	171.4
Aggravated Assault	332.5	286.2	314.2
Sub-Total Violent Crime	589.0	517.3	539.5
Burglary	1,390.8	1,257.7	1,331.9
Theft	3,294.1	3,151.8	3,048.0
Auto Theft	272.8	302.5	299.9
Sub-Total Property Crime	4,957.7	4,711.9	4,679.8
Part I Crime Rate	5,546.7	5,229.2	5,219.3

Relocation Preferences

When asked their preference, only 24% (n=45) of Cavile Place households expressed interest in returning to the development after completion of a comprehensive revitalization program. Most residents (73%, n=153) stated their preference to either permanently relocate with a Section 8 voucher or move to other FWHA housing. As this information was from a non-binding survey, it can be expected that residents' actual preferences may change as additional information about the Transformation Plan becomes available.

Figure 16: Relocation Preference for Cavile Place Residents

Relocation Preference	Percentage
Permanently relocate w/ Section 8 voucher	71% (n=132)
Temporarily relocate w/ Section 8 voucher and then return to Cavile Place.	19% (n=36)
Permanently relocate to other FWHA housing	9% (n=16)
Temporarily relocate to other FWHA housing and then move back to Cavile Place	5% (n=9)
Permanently relocate to Senior Citizen Housing	3% (n=5)
Other	1% (n=1)
Did not answer	2% (n=3)

Community Resources

FWHA offers numerous residents services aimed at promoting self-sufficiency. Some of these programs include monthly transportation passes, eviction protection programs, and a full-time service coordinator who provides individual case management. FWHA is also a state certified training provider (for Tarrant Community College) and partners with numerous local non-profit entities that provide services to FWHA clients.

Partner agencies represent a wide array of qualified and committed agencies and non-profits operating in and around the neighborhood. One of the challenges of the community revitalization is to refocus these resources in a way that results in measurable improvements across social indicators.

Employment & Economic Opportunity: Cavile Place residents have access to numerous local agencies providing employment and career-related services. Thirty-five survey respondents (19%) reported utilizing services provided by Tarrant County Workforce Solutions. Workforce Solutions closest location is approximately 1.5 miles from Cavile Place, and the agency has partnered with FWHA in the past. The agency offers services such as job placement and referral services, youth summer employment and tutoring, and ex-offender reintegration services.

Other local agencies that provide employment-related services include the South East Fort Worth CDC, the Urban League of Greater Dallas, and Tarrant County College. As employment was the most commonly cited priority (61%, n=113) by survey respondents, these agencies will play a significant role in the proposed transformation plan.

Education: The neighborhood has education programs that target all age groups, including early childhood education, after school programs for school age children, and continuing/adult education. Child Care Associates is the agency responsible for a majority of the Head Start and Early Head Start programs in Tarrant County. As demonstrated in Figure 17, six of these programs are within 1.5 miles from Cavile Place, and Child Care Associates Data demonstrates that students who participate in these programs demonstrate significant improvements in most subject areas over the course of the program.

Figure 17: Head Start and Early Head Start Locations near Cavile Place

Name & Location	Program Type	Distance from Cavile Place
Rosedale CDC 5312 E. Rosedale Street	Head Start	.16 miles
Rosedale V 4244 E. Rosedale Street	Head Start	.71 miles
South Side EHS CDC 4230 E. Rosedale Street	Early Head Start	.75 miles
East Fort Worth CDC 5565 Truman Drive	Head Start	.85 miles
Blanche HS/EHS and CDC 2900 Stalcup Road	Early Head Start	1.09 miles
Blanche HS/EHS and CDC 2900 Stalcup Road	Head Start	1.09 miles

Fort Worth ISD, which has over 80,000 students and 142 schools, has five schools located in the neighborhood. The Young Men’s Leadership Academy recently opened at the former location of Dunbar Middle school and has numerous programs to assist low-income students, including free school supply programs. Although the district as a whole received a “Satisfactory” rating from the State of Texas, many of the local schools struggle to meet state standards. Local stakeholders reported that one of the primary difficulties to ensuring quality services is the inability to keep teachers at the local schools for an extended period.

The most commonly used service provider of any type at Cavile Place is the local Boys & Girls Club, which is located on-site. Twenty-seven percent (n=51) of survey respondents stated that they have children who utilize the Boys & Girl Club, and about two-hundred children use their services. Among the services provided include after school snacks and dinner, sports and recreation, and character development. School age children also have access to the Cavile Outreach Opportunity Library (COOL), which provides summer reading programs, access to computers, and other daily reading programs.

Other local agencies provide education services aimed at adults and continuing education. Tarrant County College (TCC), which has a Learner Opportunity Center at FWHA'S Butler site, assists residents in obtaining their GED. TCC also offers ESL and career advancement courses. Sixteen survey respondents reported using TCC services; however, one of the primary obstacles for Cavile residents reported by local stakeholders is commuting to the Butler site.

Health: Although 79% (n=147) of survey respondents believed their health care services were adequate, there remains a high number of individuals (40%, n=75) who reported using emergency room care. Additionally, very few elderly or disabled survey respondents utilize at-home health care services. Only 7% (n=3) of elderly or disabled clients had a home health care worker and only 4% (n=2) received Meals on Wheels. Neighborhood residents have access to three major health care providers. Cook's Children's Health Care System has sixty offices throughout North Texas, and a pediatric center approximately two miles from Cavile Place. JPS Health Network provides low cost medical care to qualified clients and has a health center approximately 1.8 miles from Cavile Place. Tarrant County Public Health Department oversees six public health centers throughout Tarrant Count, the closest of which is two miles from Cavile Place.

Safety: Safety was the second most commonly reported concern of Cavile Place survey respondents and one-third of respondents reported that they would like to participate in a community watch or other crime prevention program. The neighborhood is patrolled by the Fort Worth Police Department, which has a satellite office on-site at Cavile Place. Local stakeholders, however, reported that officers are not currently assigned to the office. Multiple survey respondents expressed the wish that the police department increase patrols and that a twenty-four hour security system be established. In addition to the police department, neighborhood crime is addressed by the local community partners, including Southeast Fort Worth CDC which participates in the Department of Justice's Weed and Seed Program.

APPENDIX B

Glossary of Acronyms and Terms

Glossary of Acronyms and Terms

Choice Neighborhoods Initiative (CNI): The Choice Neighborhoods Initiative (CNI) is a program of the U.S. Department of Housing and Urban Development (HUD) that is focused on the revitalization of distressed public housing and/or HUD- assisted properties and their surrounding neighborhood. HUD is competitively awarding up to \$30 million grants in its 2012 funding round for grants to implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. The Transformation Plan will address the revitalization of the public and/or assisted housing units, and link housing improvements with appropriate services, schools, public assets, transportation, and access to jobs.

Choice Neighborhoods is focused on three core goals:

Housing: Transform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term;

People: Support positive outcomes for families who live in the target development(s) and the surrounding neighborhood, particularly outcomes related to residents’ health, safety, employment, mobility, and education;

Neighborhood: Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs.

One-for-one replacement: This refers to replacing every single public housing unit that is demolished as part of a redevelopment project. The unit types that are considered “replacement units” are defined below.

Replacement Units: For the purpose of a CNI grant, Replacement units may only be units funded through certain HUD programs (public housing units, or project-based units funded through Section 8, Section 202 or Section 811). It is also possible, if the Cavile project is not funded by CNI, that a replacement unit be more broadly defined to include any “affordable” unit, as defined below.

Affordable units: Generally, units are considered affordable if they are

restricted to families earning up to 80% of area median income (AMI), which is \$55,350 for a family of four in Tarrant County, Texas.

Area Median Income (AMI): The midpoint in the family-income range for a metropolitan statistical area.

HOPE VI: A HUD program to revitalize the worst public housing properties into mixed-income developments. No longer funded by HUD, this program has been replaced by the Choice Neighborhoods Initiative.

Low Income Housing Tax Credit (LIHTC): A funding source for the construction of affordable housing. LIHTC provides a construction subsidy but not an operating subsidy. Units built with LIHTC are restricted to families earning up to 60% AMI.

Historic Tax Credits: A funding source for the substantial rehabilitation of buildings that have been determined to have historical significance.

New Market Tax Credits: A funding source for the development of commercial properties, and residential properties to a very limited extent, in low-income neighborhoods.

Capital Fund: The Capital Fund is provided by HUD to public housing authorities primarily for major capital improvements to public housing properties.

RHF: Replacement Housing Factor Funds are part of the Capital Fund Program and are provided to public housing authorities that demolish public housing properties. The funds may only be used for the replacement of public housing units.

Capital Fund Financing: This refers to leveraging the Capital Fund income to borrow additional funding, using future Capital Fund income to service the debt.

CDBG: Community Development Block Grant is a funding source that is generally used to pay for costs related to infrastructure improvements.

RAD-Type Project-Based Rental Assistance: The HUD Rental Assistance Demonstration (RAD) Program provides a mechanism for converting public housing to project-based Section 8.

Tax-exempt bonds: A bond issued by a government that is not subject to federal-income tax. Proceeds are used to fund development projects, among other things.

State HTF: Housing Trust Funds are established with a designated revenue source and may only be used for affordable housing.

HOME: HUD funding from the HOME Investment Partnerships Program for affordable housing.

Market Rate units: Units that receive no subsidy and have no income restrictions for who may live there.

Section 8 Homeownership: A HUD program which allows families with a Section 8 Voucher to use that toward a mortgage.

Mixed-Income community: The combination of housing units restricted to families with different incomes, such as low-income, moderate-income and market-rate.

Mixed-Use Development: The combination of more than one use of space in a single property, such as residential and commercial and/or retail in the same building.

Redevelopment: Demolition of an existing structure, followed by new construction on the same parcel.

Infill Development: Developing or building on vacant land that is situated between developed parcels.

GED: General Educational Development is the process for earning the equivalent of a high-school diploma, or GED certificate.

ESL or English as a Second Language: Programs for people who speak English as a second language to help them gain proficiency with the English language.

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