

# THE STOP SIX CHOICE NEIGHBORHOOD TRANSFORMATION PLAN



FORT WORTH HOUSING SOLUTIONS  
THE CITY OF FORT WORTH  
MCCORMACK BARON SALAZAR, INC.  
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# WITH GRATITUDE

THIS TRANSFORMATION PLAN IS THE RESULT OF A MULTI-YEAR PLANNING AND ENGAGEMENT EFFORT UNDER THE LEADERSHIP OF FORT WORTH HOUSING SOLUTIONS AND THE CITY OF FORT WORTH.

THIS WORK WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE INPUT OF CAVILE PLACE RESIDENTS, STOP SIX NEIGHBORS, KEY POLITICAL REPRESENTATIVES, AND STOP SIX BUSINESSES, INSTITUTIONS AND STAKEHOLDERS. IN ADDITION TO THE NEIGHBORHOOD, THIS PLAN HAS BEEN INFORMED BY WORK FROM THE CITY OF FORT WORTH AND ITS DEPARTMENTS, FORT WORTH HOUSING SOLUTIONS, MCCORMACK BARON SALAZAR, INC., URBAN STRATEGIES, INC. URBAN DESIGN ASSOCIATES, FORT WORTH ISD, CVR ASSOCIATES, APARTMENT MARKETDATA, LLC, KIMLEY HORN, AND BLUE LINEN CREATIVE.

THIS UPDATE OWES A DEBT OF GRATITUDE TO THE WORK OF THE ORIGINAL 2013 PLANNING TEAM OF GILMORE KEAN, DUVERNAY + BROOKS, CAMPUS + COMMUNITY STRATEGIES, EDGEMERE CONSULTING CORPORATION, FREESE & NICHOLS, INC., THE CATALYST GROUP, AND OPEN CHANNELS GROUP.

THANK YOU, ALSO, TO ALL OUR NEIGHBORHOOD PARTNERS, INSTITUTIONS AND SERVICE PROVIDERS WHO ARE A CRITICAL PART OF REALIZING THIS PLAN.



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## INTRODUCTION

The Stop Six Choice Neighborhood Transformation Plan envisions the creation of a vibrant, sustainable, community through a comprehensive community-driven approach to neighborhood transformation.

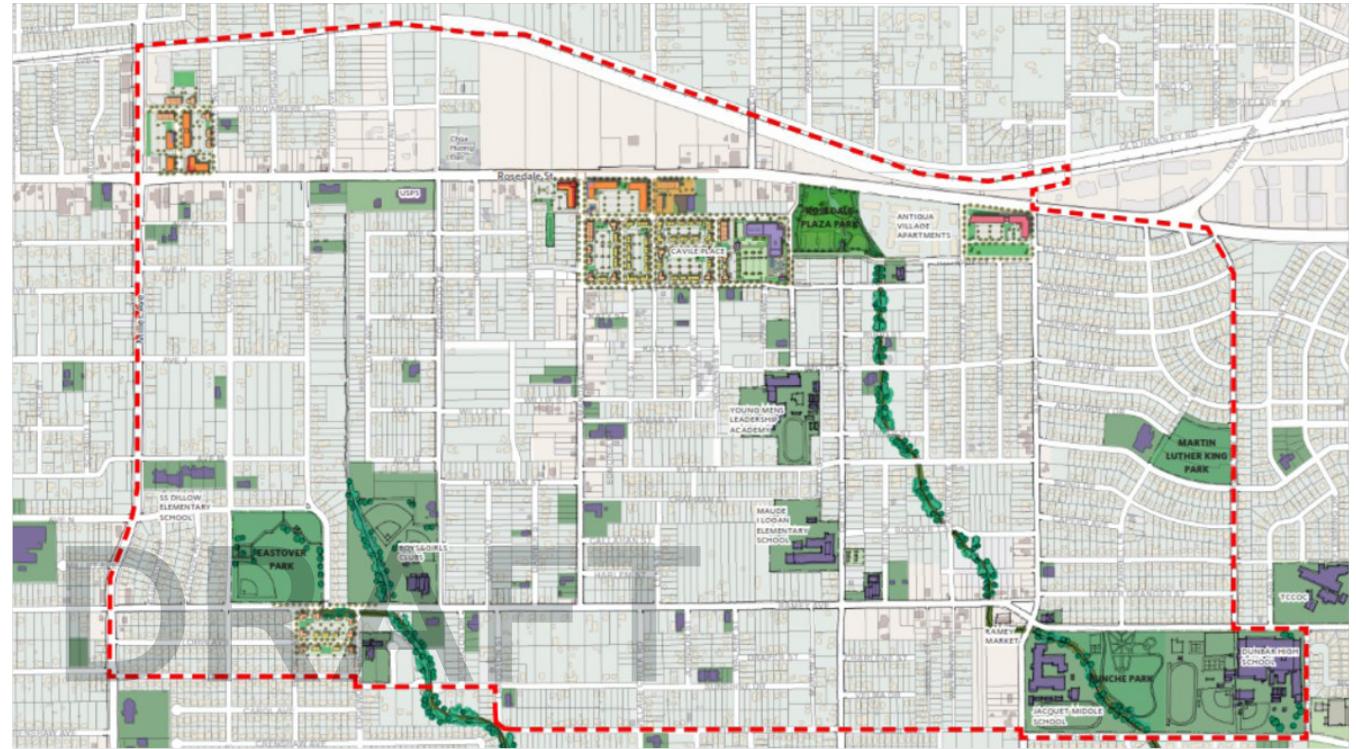
The plan is aligned with the three core goals of HUD's Choice Neighborhood Initiative (CNI):

**HOUSING:** Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;

**PEOPLE:** Improve outcomes of households living in the target housing related to employment and income, health, and education; and

**NEIGHBORHOOD:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

The boundaries of the CNI are the railroad tracks north of East Rosedale Street, Miller Avenue to the west, Carverly Drive to the east, and Fitzhugh Avenue to the south.



The historic Stop Six neighborhood was named after its location on the inter-urban railway that once linked Fort Worth and Dallas. Initially a vibrant community of prosperous, primarily African American residents, Stop Six today is an area of contrasts. The neighborhood includes many churches and several schools, which can be indicators of a strong, stable community, but also has an extensive amount of abandoned structures and vacant land (45% of all lots), a clear indicator of neighborhood stress and declining population.

Despite its challenges, Stop Six remains the heartbeat of Fort Worth's African American community and a cultural touchstone for thousands of families who have long since moved away. Restoring this historic community into a vibrant, sustainable neighborhood, as it was decades ago, is the driving intent of today's Stop Six residents and stakeholders, and serves as the foundation of the Stop Six Choice Neighborhood Transformation Plan.

## EXECUTIVE SUMMARY

This 2019 update to the comprehensive, multi-dimensional Stop Six Choice Neighborhood Transformation Plan—originally completed in 2013—capitalizes upon the neighborhood’s abundant assets—multiple churches, green spaces, and strong relationships with educational institutions at the elementary, secondary and post-secondary levels—and offers fresh approaches for remedying persistent challenges, including the large numbers of vacant lots and substandard housing. Most importantly, the Plan reverses the neighborhood’s rich history, preserves its character, and seeks to restore both its vibrancy and livability.



### THE NEIGHBORHOOD PLAN

The neighborhood plan builds on the pre-existing assets and relationships in the neighborhood and provides a framework for development of a neighborhood of choice—all while improving connectivity and infrastructure throughout the neighborhood.



### THE HOUSING PLAN

The housing plan replaces the 300 obsolete and outdated Cavile Place public housing units one-for-one in several well-designed, high-quality, sustainable, mixed-income communities with almost 1,000 new units. The plan creates anchors at the corners of the neighborhood and connects with a large development at the heart.



### THE PEOPLE PLAN

The people plan addresses the specific needs of the 252 target households from Cavile Place along with 48 households off the Cavile Place waitlist. These needs were identified through a Resident Needs Assessment and are being met with commitments from service provider partners.



## THE COMMUNITY PLANNING PROCESS

In developing the Stop Six Choice Neighborhood Transformation Plan, the planning partners and participants have embraced a shared intent: to fundamentally improve Stop Six by employing proven neighborhood revitalization efforts. The work plan includes key strategies used effectively in other CNI communities, including:

- Restore neighborhood confidence – the belief on the part of neighbors and other stakeholders that conditions in Stop Six will improve, and instill confidence in their capacity to alter it.
- Re-position Stop Six in the market as a place of choice and make it competitive in attracting housing demand.
- Create new symbols and a new narrative about the Stop Six Choice Neighborhood – one that replaces a story of decline with a story of transformation.

In addition to undertaking a comprehensive physical needs assessment, market analysis, financial analysis, development feasibility study, and a resident needs assessment, the planning process relied heavily on the participation of the residents of Cavile Place, the residents of the surrounding Stop Six neighborhood, and various neighborhood and Fort Worth regional stakeholders.

The planning and development partners also sought to learn critical lessons from other Choice Neighborhood communities and avoid pitfalls that could adversely impact implementation of the Transformation Plan. As a result, the team elected to promote and expand the assets and strengths of this neighborhood and its residents, and build social connections, rather than organizing around the goal of removing something bad (dilapidated housing or crime). Similarly, the focus remains on improving and enhancing the neighborhood, not implementing a program. Success is defined solely in terms of positive neighborhood change. Finally, it is the intention of all partners to create and perpetuate a new, enhanced image of the Stop Six Choice Neighborhood. To this end, the plan balances the strategies of developing additional housing supply, expanding services and amenities, building housing demand and attracting new residents to the neighborhood.



June 17, 2019 - Community Listening Session



July 11, 2019 - Cavile Place resident providing feedback on proposed renderings.



July 11, 2019 - Final Workshop Presentation and Open Housing to listen to the community's feedback and suggestions.

**OUTREACH.** Restoring confidence in the Stop Six neighborhood is essential to a successful revitalization process and must begin with residents.

The effort to heighten or restore confidence and its by-product, pride began with initial outreach in 2012-13, during which the City of Fort Worth and Fort Worth Housing Solutions staff invited Cavile Place and Stop Six residents to think and talk about their aspirations for the

neighborhood. Residents were encouraged to describe what they loved about Stop Six those centerpieces of the community they wanted to preserve as well as the things that needed to be fixed or improved. Because the planning and development team has demonstrated a genuine commitment to resident engagement, the organization has earned a positive relationship with those it serves, resulting in seven years of well-attended outreach and engagement activities

(hundreds of participants), and the consistent presence of resident voices in planning.

Primary resident priorities have not deviated significantly between 2012 and 2019, with most values and expectations remaining constant. For example, across five resident and community meetings and community strategy sessions (June to October 2019), attended by approximately 200 residents (not all in attendance signed in), representatives from 25 stakeholder and anchor institutions,



July 10, 2019 - Community Open House, featuring in-progress drawings.





and four elected officials (Mayor, City Councilmember, State Senator, U.S. Representative), priorities described by all sources closely mirror those originally developed in 2012.

- Parents want improved parks and recreation opportunities, better schools, and additional healthcare resources.
- Young adults want enhanced access to employment, education and training resources.
- All residents want to see neighborhood walkability upgraded as well as more neighborhood amenities, including restaurants, grocery and retail stores.
- Older and younger residents want a library and access to the internet.
- Everyone wants more gathering places where people can come together.

The outcomes attributable to the resident engagement strategies and the multi-level, continuous outreach are visible across the Stop Six neighborhood today. Confidence in the neighborhood is building, demonstrated by increased numbers of residents who have improved their personal and rental properties. This new-found confidence is contagious, stimulating greater public and private investments in the neighborhood, seen in the multi-year street improvement program by the Texas Department of Transportation and growth in the number of new housing starts within the neighborhood. This confidence is what the community needed to envision and implement the Neighborhood, Housing and People Plans outlined in this Transformation Plan.

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## THE NEIGHBORHOOD PLAN

### Summary of Existing Conditions

Stop Six was originally known as Cowanville, a community of small farms and homesteads founded by Amanda Davis, an African American pioneer of the late 1800s. By the early 20th century, Cowanville was a thriving working-class African American neighborhood, though it lacked municipal services and police protection. The area was served by the inter-urban railway and became known colloquially as Stop Six, reflecting its placement on the system's route from Fort Worth to Dallas.

Today's Stop Six Choice Neighborhood is located in the southeast quadrant of Fort Worth and enjoys close proximity (approximately 15-minute commute) to downtown and the large, nationally acclaimed biomedical center, Medical City Fort Worth. Current neighborhood boundaries -- the railroad tracks above East Rosedale Street to the North, Miller to the West, Fitzhugh to the South and Carverly to the East -- encompass just over 1.8 miles. Despite being engulfed by a major metropolitan area, the neighborhood retains some rural feel, thanks to abundant green spaces and Dunbar Creek, which runs through the center of the community.

### COMMUNITY-IDENTIFIED GOALS AND GUIDING PRINCIPLES

The Neighborhood Plan works within the following goals and guiding principles identified through community engagement during the planning process:

- Introduce neighborhood-serving amenities, such as recreation, restaurants, and retail, to return vacant land to productive uses.
- Improve transportation and mobility through improved transit service, new and improved sidewalks and new bike lanes.
- Create open space/recreational opportunities through community gardens, multi-use trails, linear and pocket parks, and sports fields.
- Celebrate the neighborhood's history and protect and preserve neighborhood character.
- Improve neighborhood stability through increased homeownership, reuse of vacant sites and demolition of vacant houses.
- Increase public safety by incorporating safety features into new construction, improving street lighting and working with the police department to increase the visibility of police in the neighborhood.





While not technically a food desert, the Stop Six neighborhood lacks a full service grocery store. While having some strong residential areas, it is somewhat largely defined by the presence of the large Cavile Place public housing site. And while centrally located in the Fort Worth metropolitan area, it lacks a major employer or anchor gathering site.

### Existing Assets

The Stop Six Choice Neighborhood has multiple existing assets that can be engaged to accelerate transformation. Among the most enduring is this community's long-standing role with Fort Worth's African American community.

The community has a smaller population than it did some years ago, but it remains a strong neighborhood, anchored by the educational institutions on its southern boundaries and by the many churches that continue to thrive, drawing congregational membership and attendance from across Fort Worth.



The substantial amount of vacant land is also an opportunity— providing significant land areas for future development. In addition, the recent improvements to East Rosedale Street have dramatically improved the appearance and impressions of the neighborhood. The Transformation Plan seeks to leverage these opportunities toward the creation of a thriving, sustainable community.



### Recent Investments

In addition to the designation of the Stop Six Choice Neighborhood as a Neighborhood Empowerment Zone and the investments by the City of Fort Worth attendant to that designation, neighborhood property owners and residents are also the beneficiaries of other revitalization activities, including:

- The City of Fort Worth recently (June 2019) completed major capital improvements to Ralph J. Bunche Park, including trails, a group shelter, benches and picnic tables.
- The City of Fort Worth dedicated additional CDBG and HOME funds, leveraged with local tax dollars, toward upgrading the water and sewer infrastructure to service new housing starts.
- The City's Neighborhood Improvement Program funded over \$2.5 million in public safety improvements including sidewalks, street lighting, security cameras, demolition of abandoned structures, and clearance of trees and brush from vacant lots across the neighborhood.
- The City's Homebuyer Assistance Program provides up to \$20,000 in mortgage assistance for income-eligible first-time homebuyers in the Stop Six Choice Neighborhood.
- The City's Economic Development Strategy is encouraging private sector entities to create job opportunities within and around Stop Six as part of its commitment to deconcentrate poverty.
- The Texas Department of Public Safety completed a \$21 million streetscape improvement of East Rosedale Street, the Stop Six Neighborhood's major east-west artery.

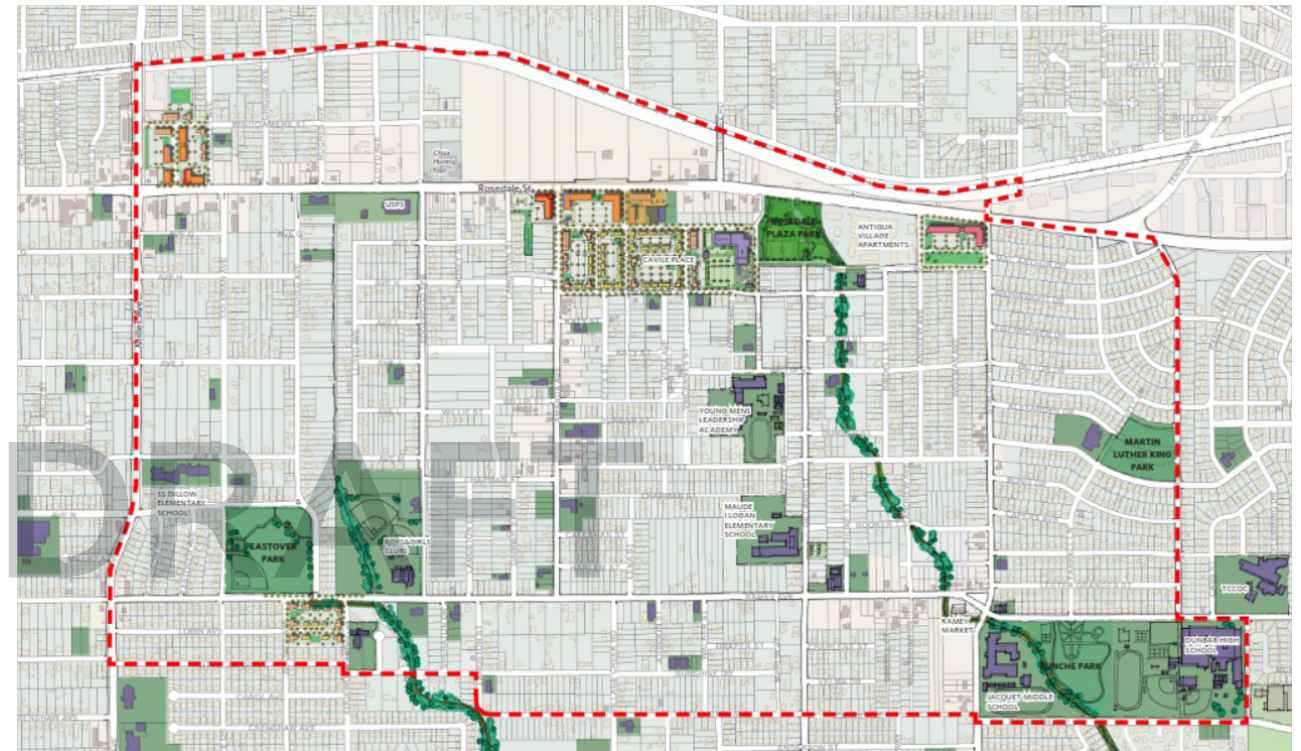


## THE NEIGHBORHOOD PLAN

### Proposed Neighborhood Investments

The Transformation Plan has been developed to capitalize upon the neighborhood's abundant assets and offer some fresh approaches for remedying persistent challenges. Most importantly, the Plan reverses the neighborhood's rich history, preserves its character, and seeks to restore both its vibrancy and livability.

With the overarching goal to acknowledge and preserve the unique historical heritage of the community, the Transformation Plan provides a comprehensive framework for short and long-range actions to stabilize and rebuild the historic Stop Six community.





## Key Neighborhood Opportunities

The Neighborhood Plan directly responds to four key opportunities that now exist in Stop Six:

- **The opportunity to establish a major anchor in the community that will serve as a gateway and focal point of new investment.** The Transformation Plan includes a large, new Neighborhood Hub, that will offer a single, easily accessed, highly visible site from which all neighborhood residents can obtain critical services and access neighborhood amenities.
- **The redevelopment the Cavile Place public housing site.** Fort Worth Housing Solutions is committed to redeveloping the Cavile site into a mixed-use, mixed-income community that will blend with and enhance the neighborhood. The reuse of the property will remove what has become an impediment to neighborhood transformation and creates the opportunity for new residential development throughout the neighborhood.

- **The enhancement of the appearance of East Rosedale Street.** The Plan leverages the major streetscape improvements that the Texas Department of Transportation has made to East Rosedale Street. The improvements have dramatically enhanced the character of this important arterial street and set the stage for introducing much needed retail and commercial activity.
- **The presence of other vacant land in the neighborhood that can be transformed and tied into infrastructure improvements to create a sustainable community.** The Transformation Plan builds additional housing on other vacant sites in the neighborhood and connects these together with planned parks, infrastructure, and open space that re-knit the community and will increase the population of the community without increasing density.



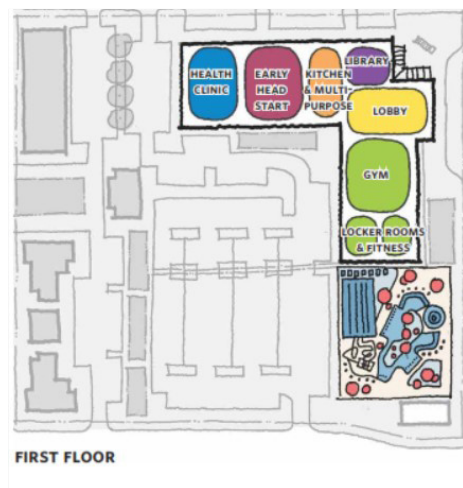


## THE NEIGHBORHOOD PLAN

### The Neighborhood Hub

Among the most frequently cited needs by Stop Six Choice Neighborhood residents were job training, employment assistance, education for all ages, financial literacy training, and primary healthcare. Each is methodically addressed in the People Plan; however, to further enhance service access and utilization, the Transformation Plan proposes to build a new Neighborhood Hub at the heart of the neighborhood.

The Hub will offer a single, easily accessed, highly visible site from which residents can obtain critical services. Programs will include an expanded EnVision Center, a YMCA, a Head Start Center, a city library, family case management services provided by Urban Strategies, and a host of other programs aligned to resident needs, including: 1) a job training and business incubator center; 2) afterschool programs for students from kindergarten through 8th grade, with instruction aligned with school curricula; 3) financial literacy classes and credit repair services; and 4) connections to primary care providers and medical homes. The co-location of job training and Head Start at the Hub will eliminate a primary barrier to self-sufficiency and will enable young parents to take full advantage of these resources.





## Other Major Revitalization Concepts

**EAST ROSEDALE STREET NEIGHBORHOOD GATEWAY.** The improvements to East Rosedale Street have facilitated the opportunity to create a new “front door” to the Stop Six neighborhood. There will be four key neighborhood gateways along East Rosedale.

The first will be located at Rosedale’s intersection with Amanda Street, the traditional “main street” of the neighborhood that, in the past, supported both residential and local-serving retail. This important street will include a mixed-use building at its intersection with East Rosedale, along with retail-serving street parking, to re-establish it as a desirable address for neighborhood retail and services.

The second neighborhood gateway will be created at the intersection of East Rosedale and Liberty Street, where a vista will showcase the Neighborhood Hub and the improvements to Rosedale Plaza Park, highlighting the services and amenities now available to the community via the Hub.

The third neighborhood gateway will be at Stalcup and East Rosedale, where the prominent new senior building will mark the transition from neighborhoods to the east to the new Stop Six.

The fourth gateway will be created by the development at East Rosedale and Miller, which will be highly visible from that heavily trafficked

intersection, and will help to establish the connections between higher-income communities to the west and the new transformed Stop Six neighborhood.

**NEIGHBORHOOD OPEN SPACES.** The existing Rosedale Park will be improved and enhanced, with programmatic and design connections to the Neighborhood Hub, making it a more integral part of the community and solidifying the new gateway experience. In addition to Rosedale Plaza Park, the Transformation Plan incorporates recommendations for development of several other small-scale neighborhood open spaces and strengthens connections to existing parks from new housing.

**MIXED-USE CENTER.** Starting at the corner of Amanda Street and East Rosedale are a series of mixed-use buildings with groundfloor space for neighborhood retail, service providers, entrepreneurs and other commercial tenants. Also included in this space is the management office and community amenity space for the new housing at on the central housing site.

Parking for the mixed-use space will be provided on-street while parking for the development and employees will be located on the interior of the blocks where it will not detract from the streetscape.

The design of the frontage of the buildings will create a walkable, pedestrian-friendly district.

**TRANSPORTATION, STORMWATER AND UTILITY IMPROVEMENTS.** The Transformation Plan includes several “levels” of street improvements, including new streets, improved street connectivity and rebuilt streets.

The plan calls for rebuilding key streets, including resurfacing, rebuilding curbs and gutters, and providing sidewalks, streetlights and landscaping.

The Stop Six neighborhood is served by a number of bus routes that run along East Rosedale Street, Stalcup Road and Ramey Street. The Transformation Plan recommends enhancing the existing bus stops in the neighborhood and, post-residential development, re-evaluating bus service lines to ensure coverage.

The plan also includes updates of existing utility infrastructure and improvements to stormwater management to mitigate the impact of new and future investments in the community.

## 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 variety of housing character and quality. While there are some homes that are historic, dating to the earliest days of settlement in the neighborhood, there are also other older homes that have been neglected and are now in very poor condition. On the same blocks, there are newly constructed homes in excellent condition. This variation in circumstances, coupled with the substantial amount of vacant land located throughout the neighborhood, creates a general sense of uncertainty about the area's future.

There are 2,208 housing units in the Stop Six Choice Neighborhood and the vacancy rate is 6.38, three times higher than the Tarrant County rate (2.07). Three-quarters (79%) of all neighborhood housing was developed for single families. Most homes were built between 1940 and 1970; only 21 homes (1%) have been built since 2010. Homes tend to be of good size, with 58% having at least three bedrooms. About half of all homes are owner occupied. The neighborhood is highly stable, with 91% of residents living in their homes for more than five years.

The median value of housing varies across the neighborhood, ranging from \$48,200 to \$65,800, while the median in Fort Worth is \$198,800. The average gross monthly housing cost (with utilities) for owners is \$976 per month; the rate for renters is \$881. These monthly amounts cause about half of neighborhood households to be cost burdened with more than 30% of their income going to housing costs.

Cavile Place is the only public housing complex in Stop Six and is demonstrably distressed and obsolete. It was approved by HUD for demolition in April 2019.

The Housing Strategy is based on an understanding of these demographics and it looks beyond them, to describe a program for housing that will result in a sustainable, desirable, mixed-income community.







## COMMUNITY-IDENTIFIED GOALS AND GUIDING PRINCIPLES

The Housing Strategy provides a comprehensive approach, plan and phasing sequence to revitalize the housing in the neighborhood, and addresses the following goals and guiding principles identified during community engagement throughout the planning process:

- Create a neighborhood comprised of high-quality, well-maintained, mixed-income housing that accommodates families and is compact and pedestrian-friendly with an interconnected network of streets and defensible public open spaces.
- Develop housing of the same design and construction quality, making assisted units indistinguishable from market-rate, affordable and workforce housing, and ensure adequate off-street parking.
- Follow a design approach that respects the historic “feel” of the neighborhood, and incorporates traditional elements like porches, masonry, and design details.
- Eliminate the stigma of Cavile Place by demolishing the site and dispersing HUD-assisted replacement units on a number of different sites, and developing new mixed-income housing that blends with the density and character of the surrounding neighborhood.
- Allow all existing Cavile Place residents the right to return to the site.
- Build at densities that blend into the existing neighborhood character, scale and building grouping.
- Incorporate sustainable building elements such as energy efficient lighting, appliances and building envelopes, low VOC (Volatile Organic Compounds) paint, sustainable materials, and green site design elements

## OVERVIEW OF THE HOUSING PLAN

The Housing plan is bold and yet feasible, while going beyond the requirements of the CNI NOFA to address the true spirit and goals of the program. Most importantly, it addresses the specific needs expressed by the community and residents and the goals of Fort Worth Housing Solutions and the City of Fort Worth to deconcentrate poverty and create strong, equitable, inclusive communities.

The Housing Strategy was developed through a robust, six-year planning and community engagement process, which followed the CNI model, and builds off existing investments in the community, including recent single-family residential development, transportation investments on East Rosedale Street, the establishment of a Neighborhood Empowerment Zone (NEZ), the creation of the EnVision Center, and investments in neighborhood schools and parks. The Housing Strategy reconnects the neighborhood through a cohesive and holistic vision, and provides for existing residents through one-for-one replacement of subsidized housing in a truly deconcentrated, mixed-income, marketable neighborhood with access to services and opportunities.



## THE HOUSING PLAN

The community-driven plan works to reverse the patterns of disinvestment in the community by physically replacing all 300 distressed public housing units across the neighborhood with project-based voucher units, along with an additional 642 market-rate, LIHTC and workforce (80%-120% AMI) units and 48 permanent supportive units. In total, 990 new units will be developed in the neighborhood, with multiple additional sites and acreage allowing for high-quality, mixed-income housing at the same density levels currently seen in the community.

The Housing Plan consists of five phases of mixed-income, family housing and one phase of mixed-income senior housing. Each phase includes units for a range of incomes (replacement, permanent supportive housing, tax credit, and market-rate), with this mix present in each building (to the extent possible given the number of units in each building). Each phase also combines a blend of resources (including Choice Neighborhood funds, private debt, private Low-Income Housing Tax Credit equity, other public dollars, and philanthropic resources) to create a strong financial underpinning and support the development throughout its lifecycle. Critically important, no family phase has more than 30% replacement units.

Stop Six is a low-rise, low-density neighborhood with strong historical roots. While the Housing Plan will bring more housing into the neighborhood, strategic acquisitions will result in the new housing being designed at neighborhood-appropriate density levels, in two- and three-story walk-up/garden apartments, two-story townhouses and two-, three-, and four-story mixed-use buildings, weaving seamlessly into the existing community.

The high-quality design of the community, the buildings and the units will result in a safer, more accessible, more amenity-rich neighborhood that meets the needs and aspirations of current residents who wish to remain in the community. At the same time, it will attract market-rate residents from other areas who are already showing an interest in the greater Stop Six neighborhood, which has had a 7.7% increase in population since 2010.



### DECONCENTRATING POVERTY

Deconcentrating poverty has been a major goal of the City of Fort Worth and Fort Worth Housing Solution's public housing repositioning efforts across the City. The Housing Plan reflects this intent, with 300 replacement units representing 30% of the 990 total planned new units. The new housing is not limited to the original Cavile Place site, but includes multiple strategic sites acquired throughout the community to create a cross-neighborhood market transformation, anchor key entry points into the community, and bring visibility to the transformed central site on the highly trafficked Rosedale Avenue.



## ONE-FOR-ONE REPLACEMENT

The Housing Strategy replaces all 300 Cavile units one-for-one within the neighborhood on four major development sites: Stalcup (the senior site which establishes the northeast corner of the neighborhood), the Cavile Place site plus additional surrounding lots (which establishes the “heart” of the community), Ramey (establishing the southwestern corner of the neighborhood) and Rosedale/Miller (establishing the northwest corner). The southeast corner of the neighborhood is anchored by the educational campus of Dunbar High School, Jacquet Middle School and the Tarrant County College Opportunity Center. The proposed bedroom sizes of the replacement units reflect the current needs of the existing families in Cavile Place (and also additional families on the Fort Worth Housing Solutions waiting list). Because it is more difficult to find larger apartments with housing vouchers, the plan builds back more of the larger two- and three-bedroom units to meet the needs of harder-to-house wait list families. As the Transformation Plan is implemented, bedroom sizes will continue to be adjusted to meet the needs of families.

ONE FOR ONE REPLACEMENT UNIT MIX					
	1 BR	2 BR	3 BR	4 BR	TOTAL
<b>Cavile Place (Existing)</b>	<b>60</b>	<b>144</b>	<b>70</b>	<b>26</b>	<b>300</b>
Cavile Place Resident Need	96	119	31	6	252
Wait List and Market Need	8	18	22	-	48
<b>Total Replacement Need</b>	<b>104</b>	<b>137</b>	<b>53</b>	<b>6</b>	<b>300</b>
Phase 1	28	11	-	-	39
Phase 2	21	31	8	3	63
Phase 3	17	29	10	-	56
Phase 4	5	18	25	3	51
Phase 5	6	8	10	-	24
Phase 6	27	40	-	-	67
<b>TOTAL</b>	<b>104</b>	<b>137</b>	<b>53</b>	<b>6</b>	<b>300</b>



## THE HOUSING PLAN

### HOUSING DESIGN

From the planning process, a shared vision of the neighborhood emerged: a vibrant, sustainable community with the attributes – education, healthcare, safety, services, and amenities – of a neighborhood of choice. During the planning process, design, density, and amenity preferences were surveyed from Cavile Place residents, neighborhood residents, and other community stakeholders. Those preferences were reviewed and are reflected in the resulting Housing Plan. This plan integrates the mixed-income, mixed-use redevelopment of neighborhood housing with a host of complementary investments in the neighborhood, connected by improved infrastructure, services and streetscapes. The plan works to restore and reinforce the qualities of adjacent streets and blocks, knitting the neighborhood together with surrounding blocks by eliminating inward-facing super blocks, reconnecting the street grid and creating a new pedestrian-friendly scale.

**DESIGN ELEMENTS.** The design replaces distressed and obsolete units with a selection of new mixed-income walkup/garden, townhouse and elevator-served apartments. The buildings, some of which are also mixed-use, are designed to contemporary architectural standards and reflect market tastes, the historic context of the Stop Six



neighborhood, and feedback gathered from residents and stakeholders. Rather than front doors facing parking lots or interior courtyards, all residential front doors and front porches will face public streets. The design is updated, yet well-integrated with the architectural character of Stop Six – with gabled roofs, front porches, materials, style and colors – appealing to families and individuals who have the means to move anywhere, but choose to

live in the Stop Six neighborhood and an urban environment.

**UNIT AND ROOM SIZES.** All new units will be designed to the same market-rate standard and will be indistinguishable from each other. Rooms are large enough to accommodate modern furniture and room sizes, and bedroom configurations have been designed to accommodate the needs of contemporary



families, including ground-floor powder rooms in townhouses, in-unit washers/dryers, and large closets to provide sufficient storage. Units have high-quality, market-rate finishes and appliances, as expected in the Fort Worth market.

**COMPACT, PEDESTRIAN-FRIENDLY, MIXED-USE NEIGHBORHOOD.** The plan reconnects to the traditional block pattern to create a framework that supports compact yet comfortable development, connections

for pedestrians, and an integrated plan that supports a core of diverse land uses. The housing is well-integrated into the planned neighborhood investments, including connections to the Neighborhood Hub and EnVision Center from all sites, connections from each site to parks and greenspace, and walkable connections to transit. It has a diversified architectural density of two- and three-story garden, townhome and mixed-use elevator buildings with higher densities on the major thoroughfare, Rosedale. Different

building types create variety and diversity from the street that is attractive to pedestrians, and both contextual and contemporary, elevating traditional designs to tangibly demonstrate new investment in Stop Six. The plan features new, continuous, and accessible sidewalks and crosswalks; improved street lighting, street trees/landscaping and drainage; buildings that face the public realm; and improved local streets that provide better connection to Rosedale, the new Hub, parks, and schools. The improvements promote walking, biking, and accessibility to the Hub to aid in a healthy lifestyle.

**RESIDENT COMMUNITY SPACE AND RECREATION.** The design centers around the new Neighborhood Hub at the heart (literally and figuratively) of the community. In addition, each of the four housing sites will have resident-only amenities—an expectation for all market-rate housing in Fort Worth. These amenities include clubhouses/community spaces, fitness centers, outdoor spaces (including pools and water features), and management offices in all four sites. Each new multi-family block incorporates an interior playground and green space.

**DEFENSIBLE SPACE.** The plan is designed to create defensible space by incorporating





Crime Prevention Through Environmental Design (CPTED) principles to deter criminal activity through natural surveillance, natural access control, and clearly defining public versus private spaces. On-site elements include: buildings that front the street; no blank elevations; security lighting; security cameras; windows overlooking sidewalks, parking lots, and parks; limited entrances to buildings and parking spaces; and see-through fences between buildings. Off-site elements include recent investments by the City of Fort Worth in street lights and cameras.

**MICRO-CLIMATE APPROPRIATE LANDSCAPING.** The plan follows Enterprise Green Communities (EGC) criteria, which include native species and xeriscaping to reduce the need for irrigation and provide for landscaping that is resilient to dramatic weather events. Native shade trees will help restore the native microclimate and reduce the heat island effect, conserving energy and promoting livability by creating more comfortably enjoyable outdoor spaces.

**STORMWATER MANAGEMENT PRACTICES.** Drainage is a known challenge in Fort Worth. In addition to investments by the city to reduce runoff from upstream sources, aggressive strategies will be employed to address stormwater run-off management on-site and reduce our impacts downstream. The design



incorporates native raingardens, retention ponds and underground storage piping to detain and filter precipitation, decrease pooling, decrease the impact to the combined stormwater system, and increase resilience to extreme weather events.

**ENERGY EFFICIENT, SUSTAINABLE, AND RESILIENT.** All new housing will be built and certified to Enterprise Green Communities Criteria (EGC) 2020 Standards (or a newer

version as applicable) and ENERGY STAR for Homes (ES). EGC and ES increase the efficiency of the buildings and systems, and require energy efficient appliances, lighting, and roofing products. EGC prevents waste of natural resources by using environmentally preferable materials, minimizes construction waste, and promotes healthy living environments through the use of healthy interior materials (low- and no-VOC paints and adhesives, Green Label carpeting and other environmentally preferable



flooring, formaldehyde-free wood products, and asthmagen-free materials), integrated pest control, adequate ventilation planning, and mold prevention. EGC 2020 also includes planning for mitigating the impact of natural disasters.

#### ACCESSIBLE AND FREE FROM DISCRIMINATION.

In the Stop Six neighborhood census tracts, 37.2% of residents are identified as disabled. For this reason, it was critical to ensure there are ample accessible housing opportunities in the

new housing. Five percent of the units across unit sizes will be accessible to persons with physical disabilities, 100% of ground floor garden and elevator-accessible apartments – including 100% of the senior building – will be adaptable and visitable (i.e. able to be visited by a person who uses a wheelchair). All townhomes will be visitable on the first floor (zero-step entrance, 32 inches of door passage space, and a wheelchair-accessible ground floor bathroom). At least 2% of units will be wired to accommodate persons with visual

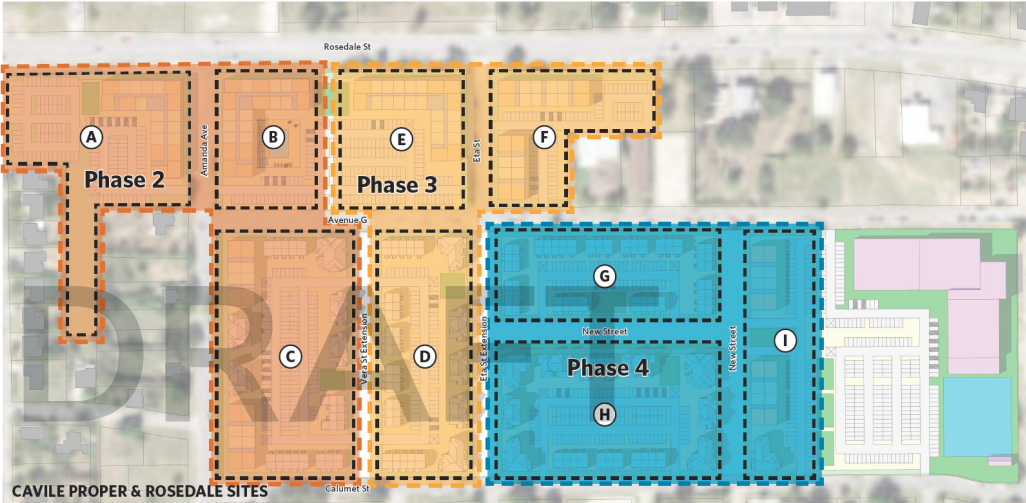
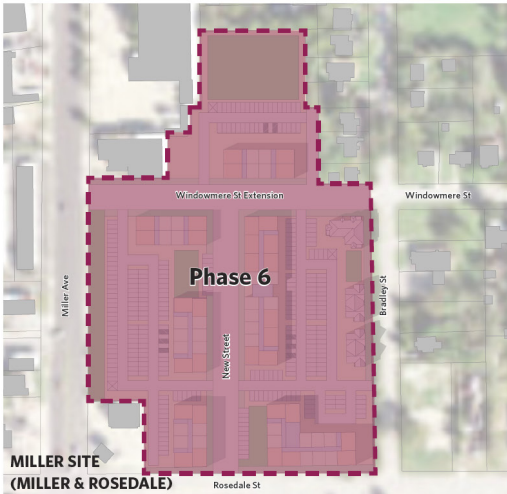
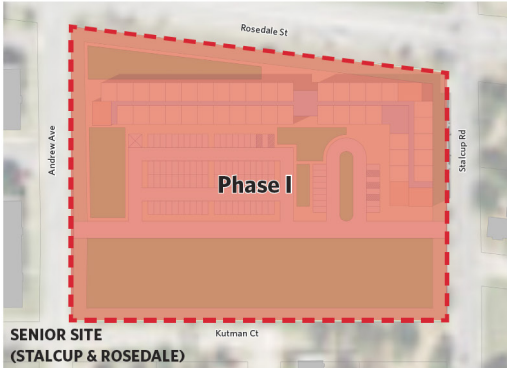
and/or hearing impairments. All sidewalks and paths of travel will be designed to ADA and UFAS standards, and playgrounds and fitness equipment will include accessible options. Fort Worth's CNI team is also committed to affirmatively furthering Fair Housing and increasing racial, ethnic, and economic diversity to create a community free from discrimination.



# THE HOUSING PLAN

## IMPLEMENTATION AND PHASING PLAN

The phasing plan anticipates six total phases of multi-family, mixed-income residential housing across the Stop Six neighborhood. The phasing plan responds to the specific realities of the sites, the market and the requirements of funding sources.



## PHASING PLAN

CAVILE PLACE CNI / FORT WORTH, TEXAS / SEPTEMBER 27, 2019

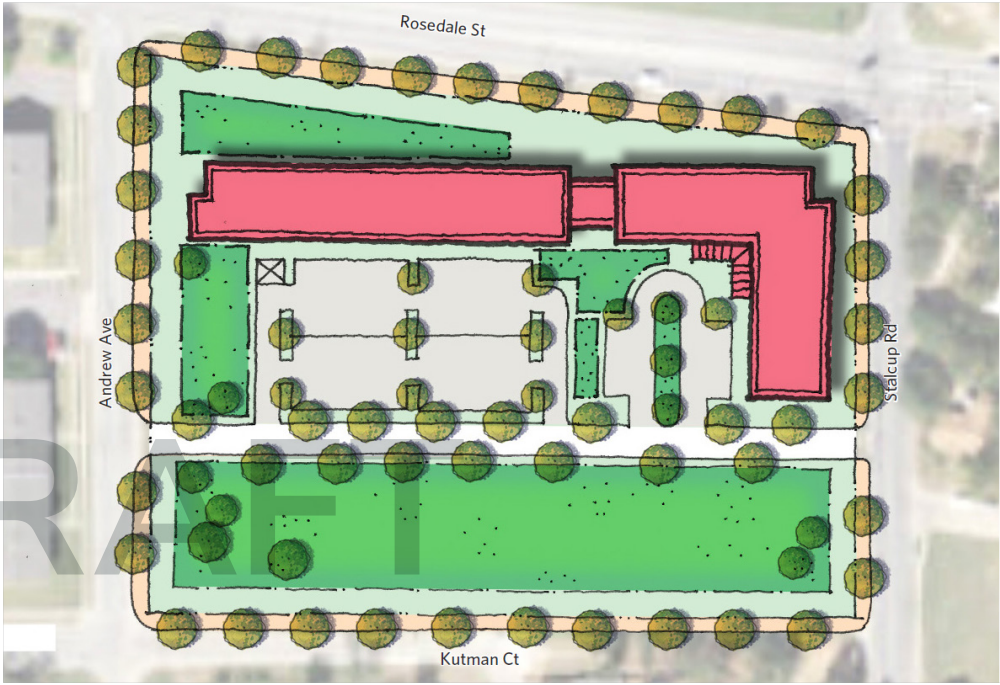






**PHASE 1.**

Phase 1 is mixed-income senior building to be built on currently vacant land at East Rosedale Street and Stalcup. It includes 111 1-bedroom and 11 2-bedroom apartments and directly fronts Rosedale, boldly announcing the change and opportunity coming to Stop Six. A 9% Low-Income Housing Tax Credit-equity funded development, Phase 1 can begin development before any shift in market dynamics on a site that needs little site preparation and no relocation. The demographics of current residents at Cavile justify the 56 subsidized units and, with 533 seniors in the neighborhood, the broader market area will quickly absorb the low-income and market-rate senior units. The building will include universal design features with 100% of the units visitable and adaptable. In addition to housing, the senior building will include ample community and activity space for residents (including a movie room and billiard table), outdoor passive and active space, a community garden for residents, a health suite, a beauty salon and a fitness center.



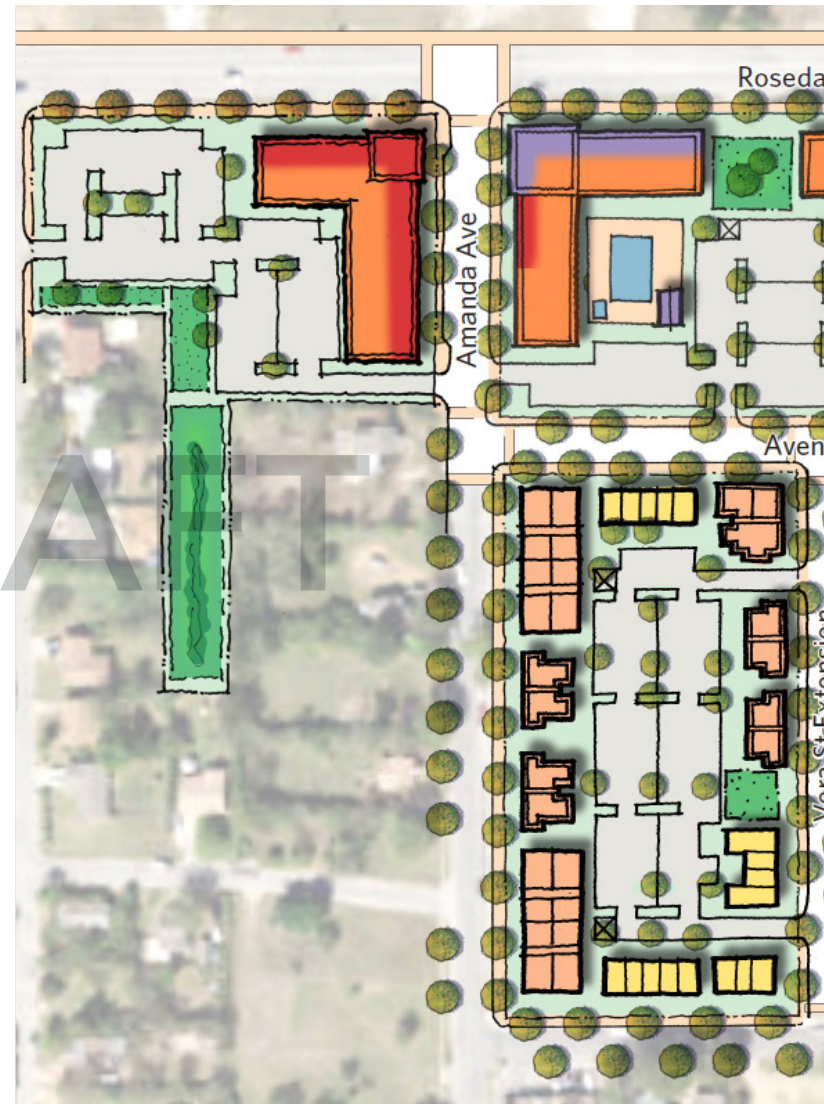
PHASE 1: SENIOR UNIT MIX					
BR	Market	LIHTC	Permanent Supportive	PBV / Replacement	Total
1	12	63	8	28	111
2				11	11
Total	12	63	8	39	122



# THE HOUSING PLAN

## PHASE 2.

Phase 2 is a large 4% LIHTC development meant to bring attention to the heart of the transformation with a large, visible investment along Rosedale Street, the major artery in the community. Because 4% LIHTC are non-competitive, the 210-unit Phase 2 can move forward quickly upon award of CNI funding and will signal the turning point in the Stop Six neighborhood. Phase 2 consists of two elevator-accessed buildings with 12,000 square feet of ground floor retail/commercial space along Rosedale and the historic commercial corridor, Amanda Avenue. The commercial space will be split between community space, space for partners and social service providers, and retail space. In addition, Phase 2 has garden apartments and townhouses further down Amanda, making the transition to lower-density parts of the neighborhood with more residential character. Phase 2 will include market-rate amenities to serve all residents of the new site, including the management office, fitness space, a clubhouse, a kids' activity room and a swimming pool.



PHASE 2					
BR	Market	LIHTC	Permanent Supportive	PBV / Replacement	Total
1	20	33	8	21	82
2	30	49	5	31	115
3		2		8	10
4				3	3
<b>Total</b>	<b>50</b>	<b>84</b>	<b>13</b>	<b>63</b>	<b>210</b>



**PHASE 3.**

Phase 3 is another 4% low-income housing tax-credit-financed phase developed on the central site. With 187 units in elevator buildings, walkup/gardens and townhouses, Phase 3 lengthens development along Rosedale Street and brings additional diversity of housing types into the new community. Phase 3 has 1-3 bedroom units and continues in uniting the “new” frontage on Rosedale with the historic Cavile site. The new development will be 25% market-rate, reflecting the desirability in the community of market-rate garden and townhouse apartment options as well as the anticipated shift in market perceptions.

PHASE 3					
BR	Market	LIHTC	Permanent Supportive	PBV / Replacement	Total
1	16	47	10	17	90
2	30	24	2	29	85
3		2		10	12
4				0	0
<b>Total</b>	<b>46</b>	<b>73</b>	<b>12</b>	<b>56</b>	<b>187</b>



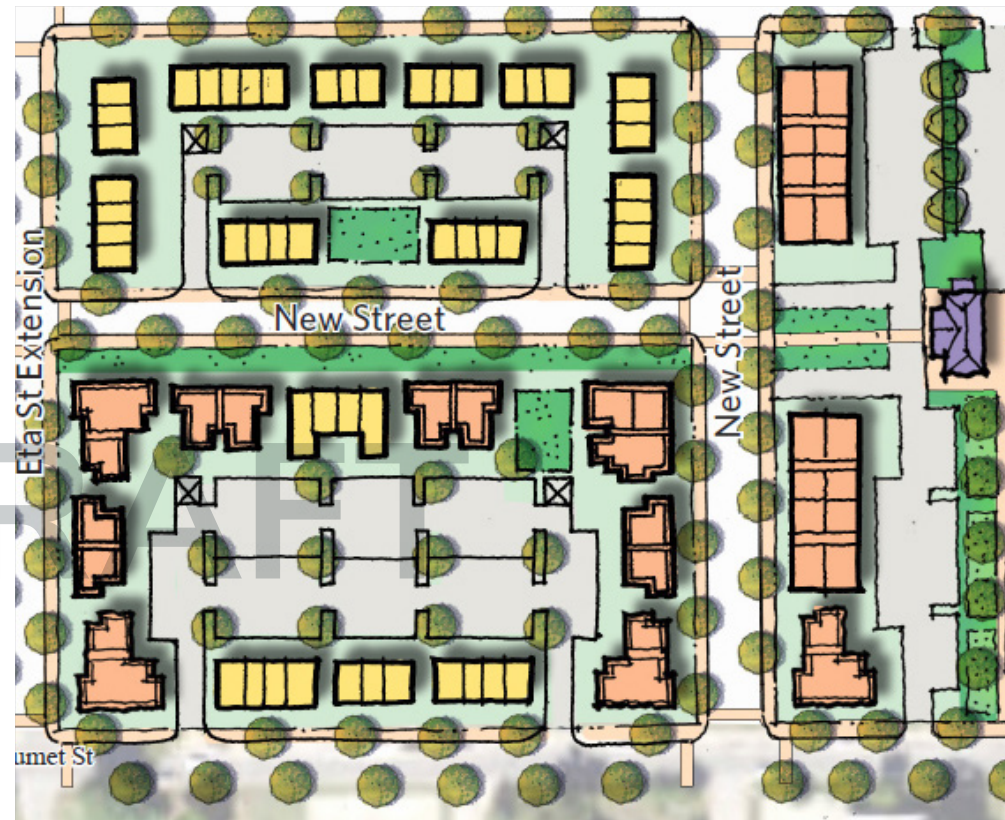


## THE HOUSING PLAN

### PHASE 4.

Phase 4 is the final phase on the central site and is a 168-unit 4% LIHTC phase. Phase 4 makes the connection between the new housing and the Neighborhood Hub, building out the bulk of the original Cavile site with townhouse and walkup/garden apartments. Phase 4 has 1-4 bedroom unit options and 30% of the units will be replacement, 39% LIHTC-only, 5% permanent supportive housing, and 25% market-rate.

PHASE 4					
BR	Market	LIHTC	Permanent Supportive	PBV / Replacement	Total
1	17	7	7	5	36
2	25	52	4	18	99
3		5		25	30
4				3	3
<b>Total</b>	<b>42</b>	<b>64</b>	<b>11</b>	<b>51</b>	<b>168</b>

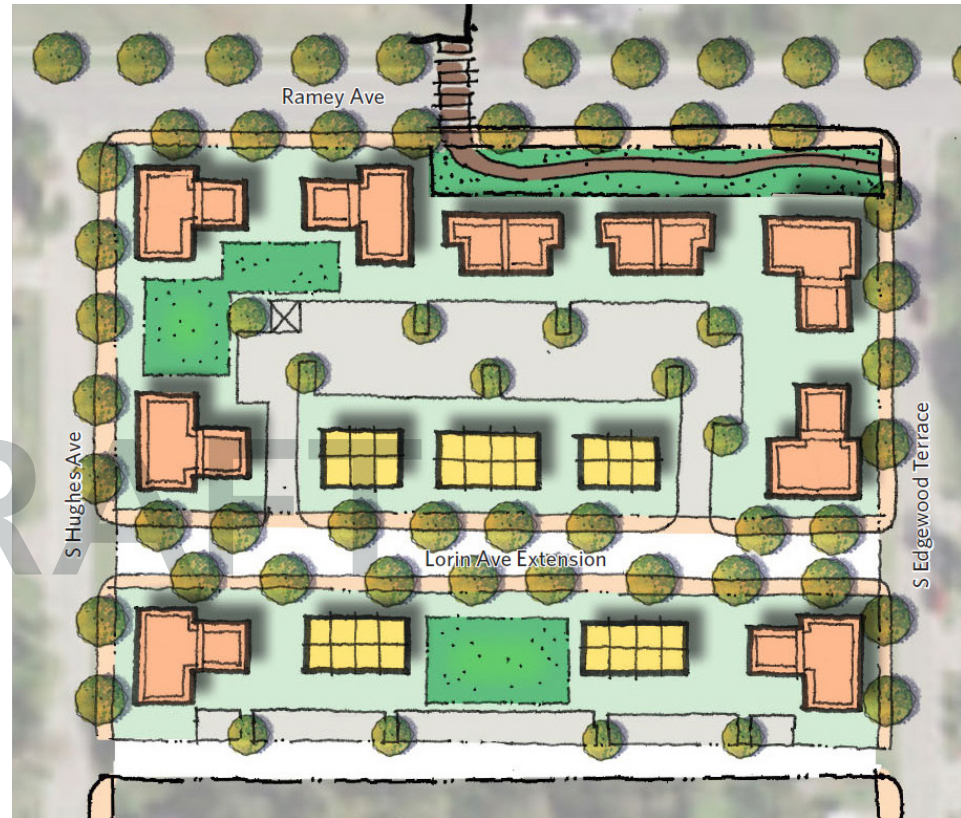




### PHASE 5.

Phase 5 is a 9% LIHTC phase of walkup/garden and townhouse apartments in the southwestern corner of the neighborhood. On the Ramey site, and across from Eastover Park, Phase 5 will anchor this corner of the neighborhood, connecting the improvements in Eastover Park with the established residential communities on the southwestern border of Stop Six. With 79 units, and a full amenity package including a fitness center, clubhouse and pool, Phase 5 makes the connection between the new investments and the well-trafficked Ramey Avenue, creating a new gateway to welcome people into the Stop Six neighborhood.

PHASE 5					
BR	Market	LIHTC	Permanent Supportive	PBV / Replacement	Total
1	5	4	3	6	18
2	12	24	3	8	47
3		4		10	14
4					0
<b>Total</b>	<b>17</b>	<b>32</b>	<b>6</b>	<b>24</b>	<b>79</b>





# THE HOUSING PLAN

## PHASE 6.

Phase 6 is the final phase of the Housing Plan and is representative of the sea-change that the plan anticipates happening in the neighborhood. With 224 units at the intersection of two major corridors (Miller Avenue and Rosedale Street), Phase 6 has replacement units, market units and workforce units and is financed without LIHTC. With a full amenity package of clubhouse, fitness center and pool, Phase 6 will attract an entirely new market to the transformed Stop Six neighborhood – specifically marketing to Texas Wesleyan University students and employees. Phase 6 will serve as a gateway to the community from the west.

PHASE 6					
BR	Market	LIHTC	Permanent Supportive	PBV / Replacement	Total
1	79			27	106
2	78			40	118
3					0
4					0
<b>Total</b>	<b>157</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>224</b>



# PRELIMINARY FINANCIAL PLAN

OVERALL USES BY SOURCE									
	CNI	First Mortgage	Tax Credit Equity	City of Fort Worth Programs and Waivers	Foundations / Philanthropic	Fort Worth Housing Solutions	City of Fort Worth Improvements	Subordinate Debt/Grants/FWHS	TOTAL
<b>TOTAL PLAN</b>	35,000,000	98,408,800	70,180,077	20,465,000	28,175,000	11,556,873	29,595,000	51,025,731	344,406,481
<b>Neighborhood</b>	3,150,000	-	-	9,405,000	12,175,000	-	4,595,000	-	29,325,000
<b>Housing</b>	24,500,000	98,408,800	70,180,077	11,060,000	1,250,000	6,594,993	25,000,000	51,025,731	288,019,601
<b>People</b>	5,250,000	-	-	-	14,750,000	-	-	-	20,000,000
<b>Relocation &amp; Demolition</b>	-	-	-	-	-	4,961,880	-	-	4,961,880
<b>Grant Administration and Evaluation</b>	2,100,000	-	-	-	-	-	-	-	2,100,000



HOUSING TOTAL USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	174,272,750
Architecture, Engineering, Environmental	10,777,000
Finance Fees and Interest	6,907,000
Insurance, Prof. Fees, Legal, Taxes, Misc	40,556,000
Contingency	1,991,000
Reserves	5,098,000
<b>TOTAL PART A</b>	<b>239,601,750</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	8,278,188
Fees	4,568,558
Offsite Public Improvements	28,886,112
Master Planning, Acquisition, Legal	6,594,993
<b>TOTAL PART B</b>	<b>48,327,851</b>
<b>TOTAL PART A AND PART B</b>	<b>287,929,601</b>



HOUSING TOTAL SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	98,408,800
CNI Funds	24,500,000
Tax Credit Equity	70,180,077
City of Fort Worth (Sub. Debt, Fee Waiver)	11,060,000
PSH Foundation Match	1,250,000
Subordinate Debt/Grants/FWHS	34,202,873
<b>TOTAL PART A SOURCES</b>	<b>239,601,750</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	6,594,993
City of Fort Worth (Public Improvements)	25,000,000
Subordinate Debt/Grants/FWHS	16,732,858
<b>TOTAL PART B SOURCES</b>	<b>48,327,851</b>
<b>TOTAL PART A AND PART B</b>	<b>287,929,601</b>





HOUSING PHASE 1 USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	19,340,000
Architecture, Engineering, Environmental	1,257,000
Finance Fees and Interest	560,000
Insurance, Prof. Fees, Legal, Taxes, Misc	4,792,000
Contingency	224,000
Reserves	565,000
<b>TOTAL PART A</b>	<b>26,738,000</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	1,003,958
Fees	594,184
Offsite Public Improvements	4,003,922
Master Planning, Acquisition, Legal	417,208
<b>TOTAL PART B</b>	<b>6,019,272</b>
<b>TOTAL PART A AND PART B</b>	<b>32,757,272</b>

HOUSING PHASE 1 SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	9,040,000
CNI Funds	3,185,000
Tax Credit Equity	13,799,000
City of Fort Worth (Sub. Debt, Fee Waiver)	514,000
PSH Foundation Match	200,000
Subordinate Debt/Grants/FWHS	-
<b>TOTAL PART A SOURCES</b>	<b>26,738,000</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	417,208
City of Fort Worth (Public Improvements)	3,501,485
Subordinate Debt/Grants/FWHS	2,100,579
<b>TOTAL PART B SOURCES</b>	<b>6,019,272</b>
<b>TOTAL PART A AND PART B</b>	<b>32,757,272</b>

HOUSING PHASE 2 USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	42,508,700
Architecture, Engineering, Environmental	2,213,000
Finance Fees and Interest	2,166,000
Insurance, Prof. Fees, Legal, Taxes, Misc	9,122,000
Contingency	474,000
Reserves	1,099,000
<b>TOTAL PART A</b>	<b>57,582,700</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	1,475,760
Fees	910,695
Offsite Public Improvements	6,982,345
Master Planning, Acquisition, Legal	2,668,875
<b>TOTAL PART B</b>	<b>12,037,674</b>
<b>TOTAL PART A AND PART B</b>	<b>69,620,374</b>

HOUSING PHASE 2 SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	21,253,000
CNI Funds	5,145,000
Tax Credit Equity	13,798,620
City of Fort Worth (Sub. Debt, Fee Waiver)	3,669,000
PSH Foundation Match	325,000
Subordinate Debt/Grants/FWHS	13,392,080
<b>TOTAL PART A SOURCES</b>	<b>57,582,700</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	2,668,875
City of Fort Worth (Public Improvements)	5,885,293
Subordinate Debt/Grants/FWHS	3,483,507
<b>TOTAL PART B SOURCES</b>	<b>12,037,674</b>
<b>TOTAL PART A AND PART B</b>	<b>69,620,374</b>

HOUSING PHASE 3 USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	32,826,000
Architecture, Engineering, Environmental	2,133,000
Finance Fees and Interest	811,000
Insurance, Prof. Fees, Legal, Taxes, Misc	7,724,000
Contingency	371,000
Reserves	942,000
<b>TOTAL PART A</b>	<b>44,807,000</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	1,284,056
Fees	769,787
Offsite Public Improvements	3,727,705
Master Planning, Acquisition, Legal	164,000
<b>TOTAL PART B</b>	<b>5,945,548</b>
<b>TOTAL PART A AND PART B</b>	<b>50,752,548</b>

HOUSING PHASE 3 SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	17,473,000
CNI Funds	4,573,000
Tax Credit Equity	17,478,000
City of Fort Worth (Sub. Debt, Fee Waiver)	2,284,000
PSH Foundation Match	300,000
Subordinate Debt/Grants/FWHS	2,699,000
<b>TOTAL PART A SOURCES</b>	<b>44,807,000</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	164,000
City of Fort Worth (Public Improvements)	3,305,335
Subordinate Debt/Grants/FWHS	2,476,213
<b>TOTAL PART B SOURCES</b>	<b>5,945,548</b>
<b>TOTAL PART A AND PART B</b>	<b>50,752,548</b>



HOUSING PHASE 4 USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	31,379,000
Architecture, Engineering, Environmental	2,040,000
Finance Fees and Interest	1,672,000
Insurance, Prof. Fees, Legal, Taxes, Misc	7,363,000
Contingency	364,000
Reserves	877,000
<b>TOTAL PART A</b>	<b>43,695,000</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	2,167,759
Fees	897,241
Offsite Public Improvements	5,002,623
Master Planning, Acquisition, Legal	741,911
<b>TOTAL PART B</b>	<b>8,809,533</b>
<b>TOTAL PART A AND PART B</b>	<b>52,504,533</b>

HOUSING PHASE 4 SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	16,827,000
CNI Funds	4,165,000
Tax Credit Equity	11,305,457
City of Fort Worth (Sub. Debt, Fee Waiver)	2,259,000
PSH Foundation Match	275,000
Subordinate Debt/Grants/FWHS	8,863,543
<b>TOTAL PART A SOURCES</b>	<b>43,695,000</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	741,911
City of Fort Worth (Public Improvements)	4,400,337
Subordinate Debt/Grants/FWHS	3,667,286
<b>TOTAL PART B SOURCES</b>	<b>8,809,533</b>
<b>TOTAL PART A AND PART B</b>	<b>52,504,533</b>

HOUSING PHASE 5 USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	14,499,800
Architecture, Engineering, Environmental	942,000
Finance Fees and Interest	430,000
Insurance, Prof. Fees, Legal, Taxes, Misc	3,714,000
Contingency	168,000
Reserves	363,000
<b>TOTAL PART A</b>	<b>20,116,800</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	928,111
Fees	573,277
Offsite Public Improvements	4,415,361
Master Planning, Acquisition, Legal	1,104,000
<b>TOTAL PART B</b>	<b>7,020,749</b>
<b>TOTAL PART A AND PART B</b>	<b>27,137,549</b>

HOUSING PHASE 5 SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	5,820,800
CNI Funds	-
Tax Credit Equity	13,799,000
City of Fort Worth (Sub. Debt, Fee Waiver)	350,000
PSH Foundation Match	150,000
Subordinate Debt/Grants/FWHS	-
<b>TOTAL PART A SOURCES</b>	<b>20,116,800</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	1,104,000
City of Fort Worth (Public Improvements)	3,835,270
Subordinate Debt/Grants/FWHS	2,081,479
<b>TOTAL PART B SOURCES</b>	<b>7,020,749</b>
<b>TOTAL PART A AND PART B</b>	<b>27,137,549</b>

HOUSING PHASE 6 USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	33,719,250
Architecture, Engineering, Environmental	2,192,000
Finance Fees and Interest	1,268,000
Insurance, Prof. Fees, Legal, Taxes, Misc	7,841,000
Contingency	390,000
Reserves	1,252,000
<b>TOTAL PART A</b>	<b>46,662,250</b>
<b>PART B COSTS</b>	
Site Preparation & Remediation	1,418,544
Fees	823,374
Offsite Public Improvements	4,754,156
Master Planning, Acquisition, Legal	1,499,000
<b>TOTAL PART B</b>	<b>8,495,074</b>
<b>TOTAL PART A AND PART B</b>	<b>55,157,324</b>

HOUSING PHASE 6 SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
First Mortgage	27,995,000
CNI Funds	7,432,000
Tax Credit Equity	-
City of Fort Worth (Sub. Debt, Fee Waiver)	1,984,000
PSH Foundation Match	-
Subordinate Debt/Grants/FWHS	9,251,250
<b>TOTAL PART A SOURCES</b>	<b>46,662,250</b>
<b>PART B SOURCES</b>	
Fort Worth Housing Solutions	1,499,000
City of Fort Worth (Public Improvements)	4,072,280
Subordinate Debt/Grants/FWHS	2,923,794
<b>TOTAL PART B SOURCES</b>	<b>8,495,074</b>
<b>TOTAL PART A AND PART B</b>	<b>55,157,324</b>



NEIGHBORHOOD USES	
	TOTAL
<b>PART A COSTS</b>	
Construction Hard Costs	17,604,000
Architecture, Engineering, Environmental	1,144,000
Finance Fees and Interest	1,325,039
Insurance, Prof. Fees, Legal, Taxes, Misc	4,443,961
Contingency	213,000
<b>TOTAL PART A</b>	<b>24,730,000</b>
<b>PART B COSTS</b>	
Offsite Public Improvements	4,595,000
<b>TOTAL PART B</b>	<b>4,595,000</b>
<b>TOTAL PART A AND PART B</b>	<b>29,325,000</b>

NEIGHBORHOOD SOURCES	
	TOTAL
<b>PART A SOURCES</b>	
CNI Funds	3,150,000
City of Fort Worth	9,405,000
Philanthropic Contributions	12,175,000
<b>TOTAL PART A SOURCES</b>	<b>24,730,000</b>
<b>PART B SOURCES</b>	
City of Fort Worth (Public Improvements)	4,595,000
<b>TOTAL PART B SOURCES</b>	<b>4,595,000</b>
<b>TOTAL PART A AND PART B</b>	<b>29,325,000</b>

PEOPLE USES	
	TOTAL
Workforce	4,200,000
Education	3,200,000
Healthcare	2,200,000
Case Management	10,400,000
<b>TOTAL</b>	<b>20,000,000</b>

PEOPLE SOURCES	
	TOTAL
CNI Funds	5,250,000
Grants/Philanthropic Contributions	14,750,000
<b>TOTAL</b>	<b>20,000,000</b>

OTHER USES	
	TOTAL
Relocation and Demolition	4,961,880
Administration and Evaluation	2,100,000
<b>TOTAL</b>	<b>7,061,880</b>

OTHER SOURCES	
	TOTAL
Fort Worth Housing Solutions	4,961,880
CNI Funds	2,100,000
<b>TOTAL</b>	<b>7,061,880</b>





## THE PEOPLE PLAN

### Resident Needs Assessment and Results

A needs assessment, completed in 2012 as part of the original Transformation Plan, identified multiple resource gaps that were adversely impacting residents' health, quality of life and ability to support their families. Since that time, Fort Worth Housing Solutions has methodically built relationships with existing providers, and recruited new partners in an effort to expand the base of available supportive services.

In 2019, to ensure current needs were captured and addressed in the updated Transformation Plan, this comprehensive household needs assessment was repeated as a part of the planning process. The needs assessment was completed by Fort Worth Housing Solutions staff who have worked with Cavile Place residents for years. The existing, trusting relationships between staff and Cavile Place residents played a critical role in ensuring resident participation. The needs assessment surveys were also completed in conjunction with the beginning of relocation for Cavile Place residents. Incorporating the survey into the relocation paperwork process also elevated the interest level of residents to

participate, resulting in a response rate of 100% (259 surveys completed, which included seven households who were from the Cavile Place Waiting List).

The Needs Assessment survey addressed all members of the household and captured current circumstances, needs, and preferences in eight focal areas: Housing, Neighborhood Development, Economic Well-being, Education, Safety, Health, Transportation, and Improving Quality of Life. The survey was also available in Spanish and Vietnamese to capture every resident's needs and input. In addition to the survey data, Urban Strategies, Inc. analyzed property management data to understand the demographic profile of target households and obtained secondary data from US Census, Fort Worth Independent School District (FWISD), and Fort Worth Police Department to further understand crime, public health, education and labor force characteristics for target residents.

#### KEY DEMOGRAPHICS

There are a total of 252 target households with 692 target residents residing at Cavile Place. The next few pages explain key demographic information about these target residents.

### COMMUNITY-IDENTIFIED GOALS AND GUIDING PRINCIPLES

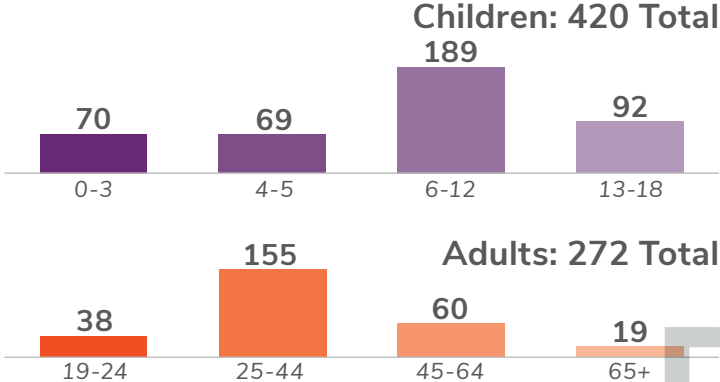
The needs assessment activities informed the overall People Vision, which serves as the guide for strategies designed to achieve the People Goals:

- Increase income and financial stability of target households.
- Improve the health of target residents by delivering comprehensive family-centered support, and high quality and accessible health services to youth and their families.
- Improve educational outcomes of target youth by delivering comprehensive family-centered support, and educational and career services.

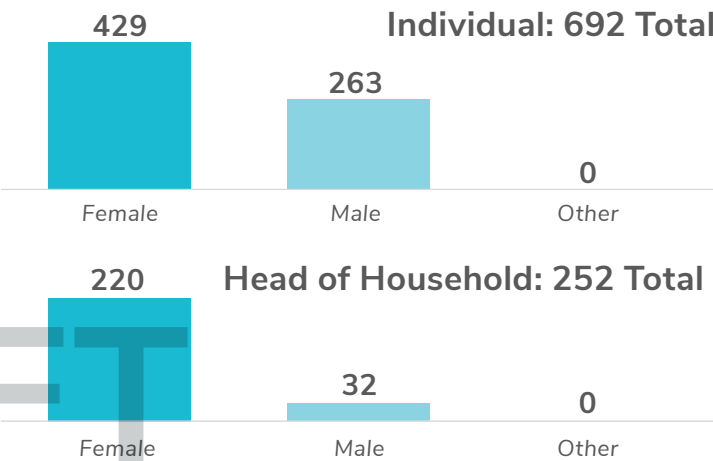


DEMOGRAPHICS: KEY DEMOGRAPHICS

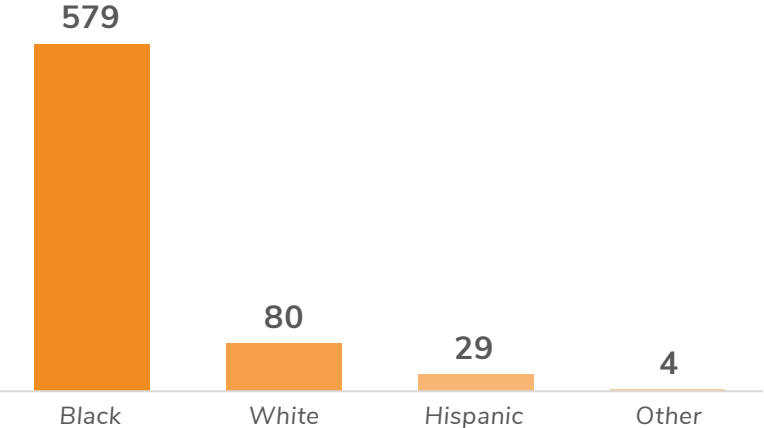
AGE:



GENDER:



RACE:



DRAFT



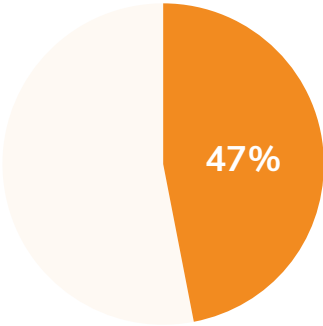
# THE PEOPLE PLAN

DEMOGRAPHICS: INCOME AND EMPLOYMENT

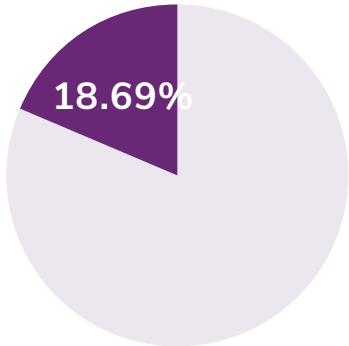
AVERAGE TOTAL HOUSEHOLD INCOME:

\$8,984/year

EARNED INCOME:



HOUSEHOLDS RECEIVING FOOD STAMPS:

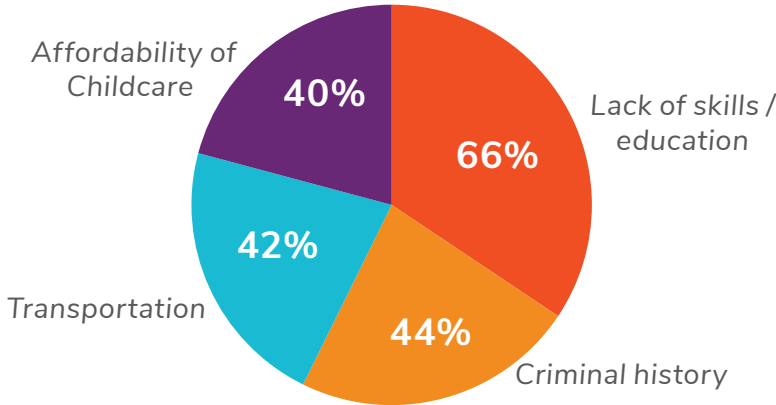


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NUMBER OF HOUSEHOLDS EARNING LESS THAN \$5,000 (WITHOUT DISABILITY OR RETIREMENT):

95

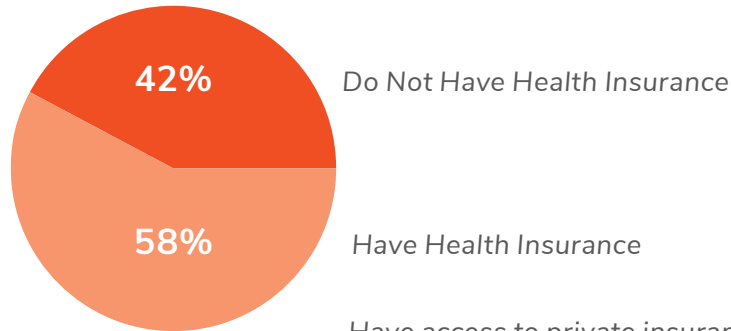
EMPLOYMENT BARRIERS:



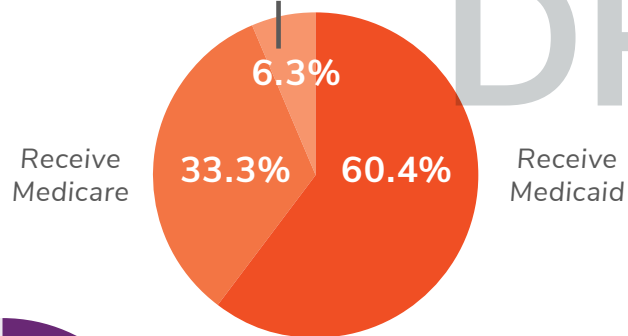


DEMOGRAPHICS: HEALTH DATA

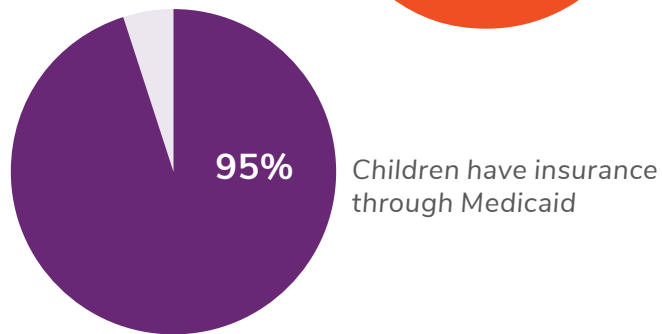
HEALTH INSURANCE (ADULTS):



Have access to private insurance through their employer

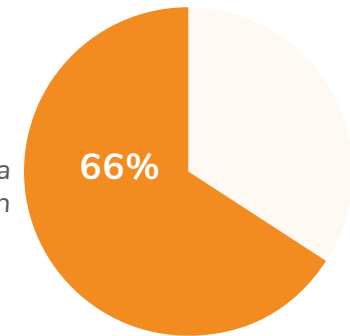


CHILDREN:



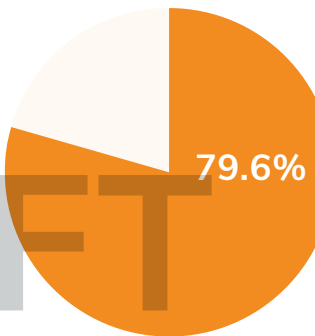
OVERALL:

Connected to a Primary Care Physician

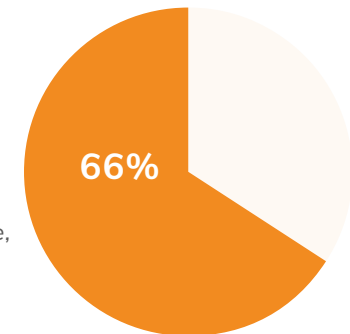


79.6%

Respondents report having visited a doctor within the last 12 months



Target residents self-reported a chronic health condition  
 TOP 3 IN ADULTS: high blood pressure, diabetes, and chronic back pain  
 MOST COMMON IN CHILDREN: Asthma, ADD/ADHD, and Autism





## THE PEOPLE PLAN

### Strategies and Impacts

#### HEALTH

##### GOAL: Children, Youth, and Adults are Physically & Mentally Healthy

**BASELINE:** 84% (534) of target residents currently have a place where they regularly go, other than the Emergency Department, when they are sick or in need of advice about their health. This breaks down to 68% (162) of target adults, and 93% (282) of target dependents.

84% or (407) of all target residents currently have health insurance. This breaks down to 67% (114) of target adults, and 94% (372) of target dependents.

**STRATEGY:** Increase the number of residents accessing quality physical and mental healthcare

##### KEY PARTNERS:

Cook Children's  
John Peter Smith Health Network

**STRATEGY:** Improve health outcomes through prevention and wellness programming supporting the holistic health of the individual

##### KEY PARTNERS:

Cook Children's  
John Peter Smith Health Network  
Lena Pope Counseling  
YMCA of Metropolitan Fort Worth  
Fort Worth Bike Sharing  
Catholic Charities  
Healthy Tarrant County Collaborative  
Meals on Wheels of Tarrant County

**OUTCOMES:** 95% of all target residents will have a place where they regularly go, other than the ER, when they are sick or in need of advice about their health. 88% of all target residents will have health insurance (70% of adults and 100% of dependents).







## ECONOMIC MOBILITY

### GOAL: Households are Economically Stable and Self-Sufficient

**BASELINE:** 118 residents between the ages of 18 and 64 have wage income (61 employed FT and PT; 57 self-employed). \$8,984 is the current average annual household income for target residents.

**STRATEGY:** Increase adult educational attainment

**KEY PARTNERS:**

- Goodwill Industries of Fort Worth
- Tarrant County College
- Texas Wesleyan University

**STRATEGY:** Increase opportunities for job training in growth sectors

**KEY PARTNERS:**

- Workforce Solutions of Tarrant County
- Goodwill Industries of Fort Worth
- Fort Worth Housing Solutions

**STRATEGY:** Increase opportunities for wealth generation through entrepreneurship

**KEY PARTNERS:**

- Center for Transforming Lives
- City of Fort Worth Business Assistance Center

**STRATEGY:** Increase adult financial empowerment and wealth-building skills

**KEY PARTNERS:**

- Pathfinders
- Center for Transforming Lives
- Catholic Charities
- United Way of Tarrant County
- City of Fort Worth Department of Neighborhood Services

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**OUTCOMES:** 70% of all target residents between the ages of 18 and 64 will have wage income. \$24,706 average annual income of target households (excluding those who cannot work due to being elderly or disabled)—a 275% increase from baseline.



## EDUCATION

### GOAL: Children Enter Kindergarten Ready to Learn

**BASELINE:** Among the 259 respondents to the survey, 50% said they had a child in some type of pre-school childcare, including Head Start and pre-kindergarten program. These parents reported a total of 36 children in some type of early education program.

36 (50%) of 72 target children, from birth to kindergarten entry, are participating in center-based or formal home-based early learning settings or programs.

At Maude Logan Elementary School, 55 (83.3%) kindergarteners who were assessed upon entrance to kindergarten were "ready" according to the TX-KEA during the 2018-2019 school year.



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**STRATEGY:** Increase enrollment in high quality early learning programs

**KEY PARTNERS:**

- Childcare Associates
- FWISD
- Early Learning Alliance

**STRATEGY:** Increase family-based literacy

**KEY PARTNERS:**

- City of Fort Worth Library
- United Way of Tarrant County
- Childcare Associates

**STRATEGY:** Increase participation in screening for health development for all children 0-5

**KEY PARTNERS:**

- FWISD
- Childcare Associates
- Cook Children's
- My Health My Resources of Tarrant County

**OUTCOMES:** By the end of the grant period 65% of 139 target children, from birth to kindergarten entry, will be participating in center-based or formal home-based early learning settings or programs. 85% of kindergarten students will demonstrate age-appropriate functioning across multiple domains of early learning.



**GOAL:** Children are proficient in core academic subjects (reading and math)

**BASELINE:** 17% target 3rd graders, 34% target 4th graders, 70% target 5th graders, 42% target 6th graders, 25% target 7th graders, and 44% target 8th graders were proficient in math.

35% target 3rd graders, 48% target 4th graders, 75% target 5th graders, 25% target 6th graders, 44% target 7th graders, and 44% target 8th graders were proficient in reading.

**STRATEGY:** Increase participation in high quality extended learning opportunities

**KEY PARTNERS:**

- FWISD
- AB Christian Center
- YMCA of Metropolitan Fort Worth
- Boys and Girls Club of Greater Tarrant County
- City of Fort Worth Library
- Texas Wesleyan University

**STRATEGY:** Enhance innovative school-based learning opportunities to improve academic performance

**KEY PARTNERS:**

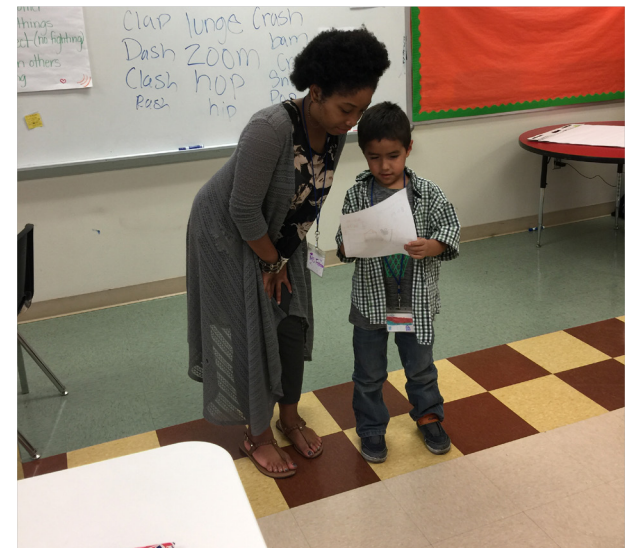
- FWISD
- Texas Wesleyan University
- Reading Partners
- Idea Public Schools

**STRATEGY:** Decrease chronic absenteeism

**KEY PARTNERS:**

- FWISD

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**OUTCOMES:** By the end of the grant period, 132 (70%) of 189 target children, are proficient in Reading/ Language Arts as compared to the state average of 74%. 132 (70%) of 189 target children are proficient in Math as compared to the state average of 77%.



**GOAL:** Youth graduate from high school college/career-ready

**BASELINE:** Dunbar High School has a 72% graduation rate as of the 2016-2017 school year.

**STRATEGY:** Increase participation in STEM-based certification and training programs

**KEY PARTNERS:**

- FWISD
- Texas Wesleyan University
- Tarrant County College

**OUTCOMES:** By the end of the grant period, 90% of target youth, including youth with disabilities, will graduate from high school college and career ready.

**STRATEGY:** Increase participation in AP and dual-enrollment courses

**KEY PARTNERS:**

- FWISD
- Texas Wesleyan University
- Tarrant County College
- Paul Quinn College

**STRATEGY:** Increase exposure to post-secondary education and career pathways

**KEY PARTNERS:**

- Texas Wesleyan University
- Paul Quinn College
- Goodwill Industries of Fort Worth
- Idea Public Schools





## THE PEOPLE PLAN

### Case Management

Critical to success of the People Strategy is a well-managed, integrated case management program. Urban Strategies, Inc. will implement case management, coordinate partnerships with supportive service partners, and develop a resourcing strategy for long-term sustainability of the People Strategy. All supportive service activities will be coordinated with the Housing and Neighborhood Implementation Entities to support the revitalization schedule and to achieve Section 3 goals. This is especially important given stringent timelines, relocation, and re-occupancy associated with a Choice Neighborhood grant.


Case management will initially be available for all 252 original Cavile Place households as well as the 48 households receiving a voucher as part of Cavile Place relocation. Upon completion of new replacement housing, case management will be available for those who occupy the CNI replacement units in the new development. The purpose of case management is to establish positive rapport with residents in order to offer personalized and culturally sensitive assistance with assessing complex problems, selecting effective problem-

solving interventions, and accessing the services they desire or need to pursue their goals.

A comprehensive outreach and engagement campaign to offer case management services to all target households will be launched within 60 days of a Choice Neighborhood grant award. This outreach and engagement campaign will utilize a multifaceted approach including door-to-door outreach, phone calls and text messages, mailing information, target resident group events, coordination with annual re-certifications, social media, and target programming to generate interest and engagement in case management services.

Urban Strategies' case management protocol includes, as a first step, a comprehensive assessment of each participant to identify their assets, needs and goals related to employment, education, health, economic mobility, and housing stability. Based on this in-depth assessment, all target adults and out-of-school youth will have the opportunity to work closely with a culturally responsive, trained and skilled USI social work professional (i.e., case manager) to develop a flexible but time-sensitive roadmap





towards their personal aspirations, in what are called Individual Development Plans (IDPs). The IDP will identify specific employment, education and health goals, and related supportive service needs. Risk factors that are assessed and addressed by the IDP include, but are not limited to: risk of unemployment; risk of incarceration; physical and behavioral health risks; and risk of being disconnected from school, job, or caring adult (for children and youth).

In addition to an IDP, parents and heads of household will have the opportunity to work with the case manager to develop a family-centered roadmap (a Family Development Plan or FDP) with goals that address housing stability, housing choice, and the educational, health, and social needs of each dependent or in-school youth.

### SERVICE COORDINATION

Built around the core of on-site case management services, and leveraging the data collected via case management as described above, the ultimate purpose of service coordination is to increase the collective impact of supportive service providers by braiding programs and services together, and increasing collaboration. Capitalizing on existing relationships with residents, private/public sector stakeholders, and supportive service partners, Urban Strategies, Inc. will assemble a Service Provider Network (SPN) composed of high capacity partners and enlist their support for the People Strategy. The network will function as a professional learning community that meets regularly and uses iterative Result-Based methodologies to continually review outcomes, identify and address gaps in needed services, share lessons learned, and coordinate strategies.

### MOBILITY SUPPORT

With relocation of the current Cavile Place residents underway in the fall of 2019, Urban Strategies will work closely with Fort Worth Housing Solutions to track all target households and engage residents in mobility counseling. Recognizing the tremendous impact of moving from one household to another, case managers will be trained to engage proactively with residents around the housing options available when a resident's lease is coming up for renewal.

Urban Strategies' case management protocol includes, as a first step, a comprehensive assessment of each participant to identify their needs, developmental assets and goals related to employment, education, health, economic mobility, and housing stability.



## PARTNERS

AB Christian Learning Center  
Boys and Girls Club of Greater Tarrant County  
Brighter Outlook  
Camp Fire First Texas  
Camp Fire First Texas  
Catholic Charities Fort Worth  
Center for Transforming Lives  
Childcare Associates  
Chùa Hương Đạo  
City of Fort Worth (Library)  
City of Fort Worth Business Assistance Center  
Cook Children's  
Early Learning Alliance  
Envision Center/City of Fort Worth Neighborhood Services  
Fort Worth Bike Sharing  
FWISD  
Goodwill Industries of Fort Worth

Healthy Tarrant County Collaborative  
IDEA Public Schools  
John Peter Smith Clinic (JPS)  
Lena Pope Counseling Services  
MBS Urban Initiatives CDE  
Meals on Wheels of Tarrant County  
My Health My Resources of Tarrant County  
Pathfinders  
Paul Quinn College  
Read Fort Worth  
Reading Partners  
Tarrant County College  
Texas Wesleyan University  
U.S. Bancorp Community Development Corporation  
United Way of Tarrant County  
Workforce Solutions of Tarrant County  
YMCA of Metropolitan Fort Worth



