

VIII. APPENDICES

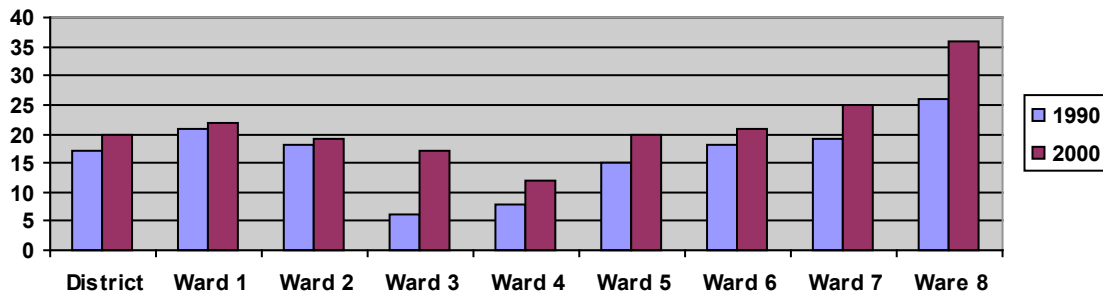
Appendix A: Community Needs Assessment Documentation

Median Household Income in 1999 (Dollars) By Age of Householder

	Block Group 5, Census Tract 88.03, District of Columbia, District of Columbia
Median household income in 1999 --	
Total	17,422
Householder under 25 years	8,750
Householder 25 to 34 years	22,875
Householder 35 to 44 years	22,344
Householder 45 to 54 years	20,156
Householder 55 to 64 years	11,042
Householder 65 to 74 years	13,958
Householder 75 years and over	9,821

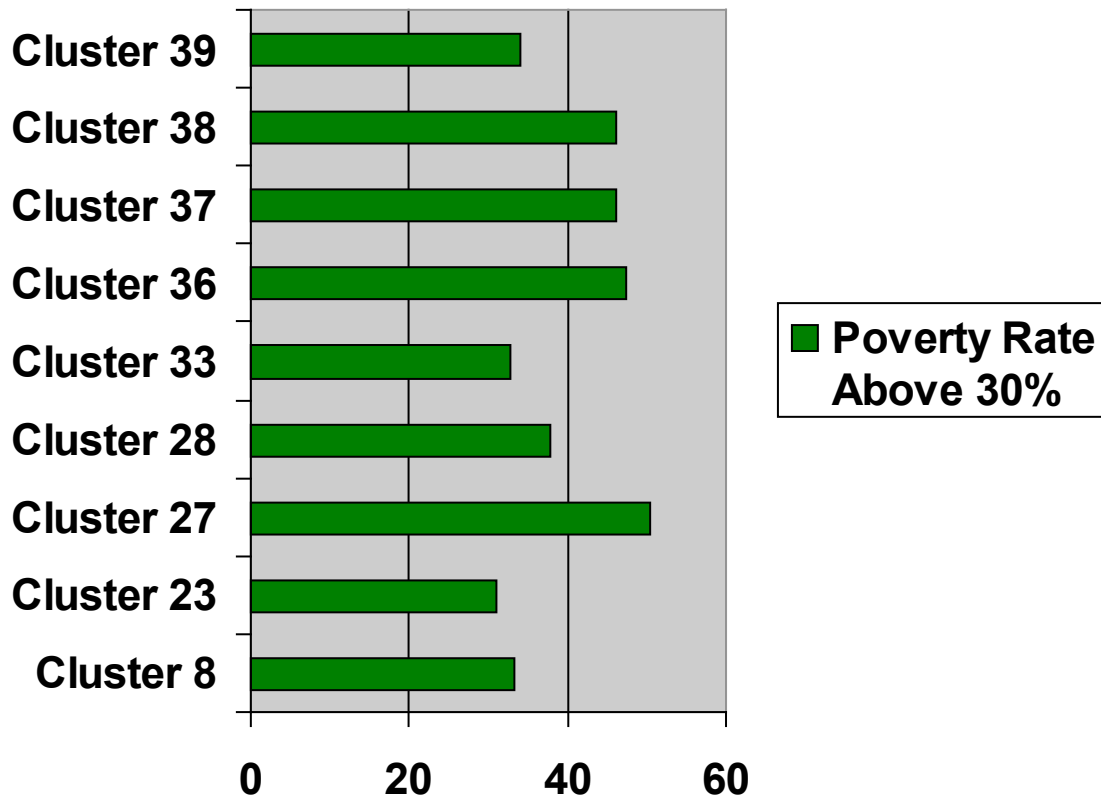
Source: U.S. Census Bureau, Census 2000

Percent of Population in Poverty by Ward, 1990 to 2000



Source: U.S. Census

Neighborhood Clusters with Concentrated Poverty (Key Below)



Source: Neighborhood Economies by Martha Ross, Brookings Greater Washington Research Program, January 2004

Cluster 8 (Downtown)
Cluster 23 (Ivy City)
Cluster 27 (Near SE/SW Washington/Navy Yard)
Cluster 28 (Historic Anacostia)
Cluster 33 (Capitol View/Marshall Heights)
Cluster 36 (Woodland/Garfield Heights)
Cluster 37 (Sheridan)
Cluster 38 (Douglas)
Cluster 39 (Congress Heights)

Clusters with Greatest Number of Vacant (V) and Abandoned (A) Commercial Properties		
Neighborhood Cluster	# of V & A Commercial Properties	% of total V&A Commercial Properties
Cluster 25 (Union Station/Near NE)	121	14%
Cluster 7 (Shaw/Logan Circle)	95	11%
Cluster 21 (Edgewood/Bloomingdale)	93	11%
Cluster 2 (Columbia Heights)	88	10%
Cluster 8 (Downtown)	66	8%
Cluster 27 (Near SE/Navy Yard)	45	4%
Cluster 23 (Ivy City)	35	4%
Cluster 18 (Brightwood Park)	32	4%
Citywide Total	859	n/a

Source: Neighborhood Economies by Martha Ross, Brookings Greater Washington Research Program, January 2004

Population Change %

	1990	2000	Pop. Change	%Pop. Change
Ivy City	605	437	-180	28.8%
Trinidad	3227	2670	-557	-17.3%
Ward 5	75527	61604	-10923	-15%

Source: United States Census

Median Household Income

	1990	2000	\$ Change	% Change
Ivy City	\$24185	\$19661	-\$4524	-18.7%
Trinidad	\$27415	\$29519	\$2104	7.7%
Cluster 23	\$27129	\$27871	\$743	2.7%

Source: United States Census

Metropolitan DC Area Median Income (DC-MD-VA-WV)

Definitions based on Metropolitan Area Incomes (\$89,300)	Household Income Level	Annual Household Income	Example Employment by Income Level
Extremely low-income	Below 30% of area median income	\$0 - \$26,790	Full-time parking lot attendant or food preparation worker
Very low-income	30% to 60% of area median income	\$26,790 - \$53,580	Full-time bookkeeper or firefighter; or a full-time parking attendant plus a full-time food preparation worker
Low-Income	30% to 80% of area median income	\$53,580 - \$71,440	Full-time nurse or librarian; or a full-time firefighter plus a full-time receptionist
Moderate-income	80% to 120% of area median income	\$71,440 - \$107,160	Full-time computer systems manager; or a full-time nurse plus a full-time bookkeeper

Source: Comprehensive Strategy task Force, Washington, DC

Appendix B: Staff Job Descriptions/Staffing Pattern

Ivy City Community Redevelopment Project

Position: Government Relations/Public Policy Advocacy Coordinator

Position: Part-time

Direct Supervisor: Residents of Ivy City

Travel: Local -- District of Columbia metropolitan area.

Specific Job Duties

- Responsible for developing and guiding government relations strategic plan;
- conduct pertinent public policy advocacy trainings
- track and analyze relevant legislative activity;
- initiate contact with elected officials with the goal of meeting with elected official and/or their staff;
- identify and initiate opportunities for involvement in District/Federal policy decisions;
- develop organization-wide policy statements;
- establish and maintain key legislative contacts;
- draft oral or written testimony; and
- Serve as part of a two spokespersons team to legislative and non-legislative audiences, including mass media.

Qualifications: Seasoned government relations' professional with solid experience in public policy, national and local campaigns and public policy advocacy. Core competencies include broad knowledge of governmental processes, coalition building, organization Redevelopment and community outreach. Demonstrated leadership capabilities, along with excellent oral and written communication skills.

Position: Community Organizer/Project Manager, Empower DC

Full-time Employee

Direct Supervisor: Empower DC Directors & Steering Committee

Travel: within the District of Columbia

Salary: N/A

General Description/Specific Job Duties

- Assist the Ivy City community in realizing its vision for community revitalization without displacement of current residents
 - Assist with community organizing and organization building
 - Plan, conduct outreach for and facilitate community meetings
 - Develop tools and strategies to assist with Redevelopment of community's goals, objectives and vision

- Assist with building broad based support for community's vision
- Provide direction and supervision to community throughout advocacy aimed at winning implementation of community's vision
- Support the leadership Redevelopment of community members

Qualifications:

Experience community organizer familiar with District of Columbia. Ability to work well with all types of people. Effective oral and written communication skills. Familiarity with affordable housing and community Redevelopment issues.

Appendix C: Program Budget

BUDGET – 12 MONTH EMPOWER DC PROJECT BUDGET

Revenues

Grants/Contracts	Grants	\$36,000
	Total Revenue	\$36,000

Expenses

PERSONNEL

Salaries	\$18,000
Payroll Taxes & Benefits	\$4,500
TOTAL PERSONNEL	\$22,500

OTHER EXPENSE

Consultant Fees	\$1,500
Supplies	\$1,000
Printing and Copying	\$1,000
Telephone & Fax	\$1,800
Postage & Delivery	\$1,000
Rent & Utilities	\$6,000
Other - DSL	\$500
Other - Food	\$200
Other - Stipends	\$500
TOTAL OTHER EXPENSE	\$13,500

TOTAL EXPENSES	\$36,000
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Appendix D: Operating Pro Forma Budget

Empower DC 12 month Ivy City Project Budget

	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total
Cash Inflows (Income):													
Foundation Grant(s)	\$ 36,000												
Total Cash Inflows	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Available Cash Balance	\$ 36,000	\$ 33,000	\$ 30,000	\$ 27,000	\$ 24,000	\$ 21,000	\$ 18,000	\$ 15,000	\$ 12,000	\$ 9,000	\$ 6,000	\$ 3,000	
Cash Outflows (Expenses):													
Salary	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 18,000
Taxes & Benefits	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 375	\$ 4,500
Overhead/Administration	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
Consulting Fee	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 125	\$ 1,500
Total Cash Outflows	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 36,000
Ending Cash Balance	\$ 33,000	\$ 30,000	\$ 27,000	\$ 24,000	\$ 21,000	\$ 18,000	\$ 15,000	\$ 12,000	\$ 9,000	\$ 6,000	\$ 3,000	\$ -	

Appendix E: Gantt Chart

ID		Task Name	Duration	Start	Finish	Predecessors	4th Qua	1st Qua	2nd Qua	3rd Qua	4th Qua	1st Qua	2nd Qua
1		One-On-One Meetings With A	3 mons	Tue 11/9/04	Mon 1/31/05								
2		Community Needs Assessme	3 mons	Tue 11/9/04	Mon 1/31/05								
3		Initial Community Outreach (Pe	3 mons	Tue 11/9/04	Mon 1/31/05								
4		Organize First Community Met	3 mons	Tue 11/9/04	Mon 1/31/05								
5		Extensive and Ongoing Comm	2 mons	Tue 2/1/05	Mon 3/28/05								
6		Training for Residents on City	2 mons	Tue 2/1/05	Mon 3/28/05								
7		Mobilize Residents to Attend C	2 mons	Tue 2/1/05	Mon 3/28/05								
8		Media Outreach Resulting In F	2 mons	Tue 2/1/05	Mon 3/28/05								
9		Begin Policy Analysis – Home	2 mons	Tue 2/1/05	Mon 3/28/05								
10		Continued Meetings with Stak	2 mons	Tue 2/1/05	Mon 3/28/05								
11		Monthly Community Meeting –	2 mons	Tue 2/1/05	Mon 3/28/05								
12		First Committee Meetings (Par	2 mons	Tue 2/1/05	Mon 3/28/05								
13		Monthly Community Meetings i	5.45 mons	Fri 4/1/05	Wed 8/31/05								
14		Creation of Ivy City Vision For	5.45 mons	Fri 4/1/05	Wed 8/31/05								
15		Writing of Mission Statement (5.45 mons	Fri 4/1/05	Wed 8/31/05								
16		Establishment of Home Again	5.45 mons	Fri 4/1/05	Wed 8/31/05								
17		Conducted Community Trainin	5.45 mons	Fri 4/1/05	Wed 8/31/05								
18		Conducted Community Trainin	5.45 mons	Fri 4/1/05	Wed 8/31/05								
19		Coordinated Residents Involve	5.45 mons	Fri 4/1/05	Wed 8/31/05								
20		Ongoing Meets, Education of ,	5.45 mons	Fri 4/1/05	Wed 8/31/05								
21		Recruited Coalition Allies To A	5.45 mons	Fri 4/1/05	Wed 8/31/05								
22		Home Again/Ivy City Task For	3.25 mons	Thu 9/1/05	Wed 11/30/05								
23		Coalition for Nonprofit Housin	3.25 mons	Thu 9/1/05	Wed 11/30/05								
24		Planned and Held Day-Long C	3.25 mons	Thu 9/1/05	Wed 11/30/05								
25		Held Meetings to Provide Input	3.25 mons	Thu 9/1/05	Wed 11/30/05								
26		Ivy City RFP Released	2.2 mons	Thu 12/1/05	Tue 1/31/06								
27		Ivy City Coalition Elects Office	2.2 mons	Thu 12/1/05	Tue 1/31/06								
28		Ivy City Residents Present Re	2 mons	Wed 2/1/06	Tue 3/28/06								
29		Ivy City Residents Testify At E	2 mons	Wed 2/1/06	Tue 3/28/06								
30		Current Low Income Resident	2 mons	Wed 2/1/06	Tue 3/28/06								
31		Home Again Public Forum for	2.2 mons	Mon 4/3/06	Thu 6/1/06								
32		Fundraising To Support Empo'	2.2 mons	Mon 4/3/06	Thu 6/1/06								

Appendix F: Logic Model

INPUTS	PROCESSES/ACTIVITIES	OUTPUTS	OUTCOMES
<p>Empower DC staff time and organizational resources including: office space, phone lines, computers, DSL, paper, photocopying, postage</p> <p>Empower DC volunteer time</p> <p>Ivy City Residents including Civic Associations, Religious Organizations and Businesses</p> <p>Office of the Deputy Mayor for Planning and Economic Redevelopment.</p> <p>Council of the District of Columbia.</p> <p>Home Again Legislation</p>	<p>Extensive community outreach</p> <p>Leadership Redevelopment and training for residents to reach an improved understanding of forces impacting the community</p> <p>Organizing residents into a cohesive group</p> <p>Developing residents ability to effectively advocate for themselves and their community</p> <p>Provide civic education to Ivy City residents i.e. grassroots advocacy training.</p> <p>Create Task Force as subset of Coalition</p> <p>Attendance/participations in national and citywide housing and economic Redevelopment advocate forums, meetings, etc.</p> <p>Met with pertinent District Government Officials and City Council Members.</p> <p>Monthly Meetings.</p>	<p>Creating and distributing 100+ notices for each community meeting and event</p> <p>Planning and holding monthly community meetings with average 20 participants</p> <p>Provision of training on tenants rights and the Home Again Initiative</p> <p>Facilitated group process for naming coalition and writing mission statement</p> <p>Created working volunteer committees to address specific goals</p> <p>Crafted the Community Plan for Home Again In Ivy City</p> <p>Created the Home Again/Ivy City Task Force</p> <p>Created an outline of items to be negotiated regarding the Redevelopment of Crummell</p>	<p>Significantly increased civic participation amongst Ivy City residents</p> <p>Significantly increased awareness and responsiveness of elected and other government officials to the needs of the Ivy City community</p> <p>Media coverage of community demands</p> <p>Redevelopment/creation of affordable housing.</p> <p>Sustainable Resident-led Coalition</p> <p>Improved quality of Ivy City residents (as part of overall project).</p>

		<p>School</p> <p>Met with City Council and staff to address community concerns</p> <p>Educated allied organizations to garner support for goals</p>	
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Appendix G: Monthly Activities (November 2004 – Present)

November 2004

- Initial project planning meeting, District of Columbia.
- Meeting, director, Institute for Local Self-Reliance, District of Columbia to discuss past Ivy City efforts.

December 2004

- Meeting, director, Sustainable Communities Initiative, District of Columbia to discuss past Ivy City efforts.
- Consistently communicated and met to discuss project strategy and action steps.

January 2005

- Attended National Building Museum's CityVision program function, District of Columbia. CityVision teaches at-risks DC youth the principles of design and urban planning that they apply them to solve real problems in DC communities.
- National Building Museum's CityVision awarded \$10,000 to fund the spring 2005 program, which will be focused on the Ivy City community.
- Conducted research on Ivy City at Martin Luther King Library, District of Columbia.
- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates. CityVision staff presented program details at meeting. Bethesda Baptist Church, District of Columbia.
- Consistently communicated and met to discuss project strategy and action steps.

February 2005

- Distributed flyers in Ivy City announcing next community meeting.
- Attended special community meeting sponsored by District of Columbia Office of Planning (held in Ivy City). Purpose of the meeting was to discuss the Northeast Gateway Neighborhood Revitalization featuring Ivy City. Due to inadequate outreach, only one Ivy City resident was in attendance. Disclosed by city officials that more than 30 properties/parcels of land are owned by the District of Columbia as part of the Home Again Initiative.
- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.
- Obtained DC-based media contact list from executive director, Coalition for Nonprofit Housing & Economic Redevelopment (CNHED).
- Distribution of Empower DC action alert and press release entitled, "Ivy City Residents Decry Northeast Gateway Plan" to Empower DC advocates and targeted mass media.

- Attended Community Meeting #5: Presentation of Revitalization Strategy & Concepts sponsored by DC Office of Planning. Meeting was to highlight the Neighborhood Revitalization Plan for Cluster 23 (including Ivy City), District of Columbia. Well attended by “vocal” Ivy City residents, Crummell School alumni, advocates and mass media.
- Following Community Meeting #5, Ivy City residents, Crummell School alumni and advocates met at Crummell School in Ivy City to discuss condition of Ivy City and Neighborhood Revitalization Plan for Cluster 23 with to DC Fox 5 news reporter and cameraman.
- Article entitled, “Residents urge end to blight in NE,” the Washington Times by Denise Barnes. To access article, go to:
<http://washingtontimes.com/metro/20050226-113403-7072r.htm>
- Consistently communicated and met to discuss project strategy and action steps.

March 2005

- Obtain copies and Began analysis of the DC Home Again Disposition Act; 2004 Budget Support Act and the Housing Act of 2002. Following outreach to various community allies i.e. CNHED and others, will begin to draft legislative text.
- Meeting with Pastor A. Michael Black, Bethesda Baptist Church, District of Columbia.
- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.
- Attended Affordable Housing Alliance meeting, DC Fiscal Policy Institute, District of Columbia.
- First meeting, Home Again Committee (precursor to Home Again/Ivy City Task Force), Bethesda Baptist Church, District of Columbia.
- Meeting with legislative director and special assistant to the committee of the Council of the District of Columbia Committee on Consumer and Regulatory Affairs to discuss Title I of District Housing Act of 2002.
- Consistently communicated and met to discuss project strategy and action steps.

April – August 2005

- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.
- Attended National Trust Main Street Conference, Baltimore, Maryland.
- Attended CityVision function unveiling ivy city designs, National Building Museum, District Of Columbia.
- Meetings, Home Again Committee, Ivy City, District of Columbia.
- Meeting(s), Affordable Housing Alliance, District of Columbia.
- Meeting(s), Home Again/Ivy City Task Force/with Home Again Initiative staff.

- Meeting, Executive Developer, Coalition for Non Profit Housing and Economic Redevelopment (CNHED) and Nonprofit developers to discuss Ivy City resident's Redevelopment plan.
- Consistently communicated and met to discuss project strategy and action steps.

September 2005

- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.
- Consistently communicated and met with project partner Parisa Norouzi to discuss strategy and next steps.
- Participated in Coalition for Non Profit Housing and Economic Redevelopment (CNHED) Monthly Meeting in panel. Topic: Home Again and Ivy City. Other Panelist included Ms. Audrey Ray, Ivy City resident and Howard Ways, Special Assistant, Office of the Deputy Mayor for Planning and Economic Redevelopment. Attended by more than 50 DC-based housing advocates.

October 2005

- Meeting, Ivy City Home Again/Ivy City Task Force/Home Again Initiative staff and Nelessen Associates, Inc. Nelessen Associates is the design team that will perform October 2005 community design charrette.
- Conducted Community Design Workshop (press advisory attached).
- Attended National Neighborhood Coalition Forum on DC-based advocacy.
- Consistently communicated and met to discuss project strategy and action steps.

November 2005

- Design workshop charette post-meeting with Home Again/Ivy City Task Force and Home Again Initiative staff.
- Article in Connectivity (published by the National Neighborhood Coalition) Issue No. 6, Fall 2005, "Community Rallies to Influence the Future of Closed School Building" by John Holdsclaw, NCB Redevelopment Corporation.
- Consistently communicated and met to discuss project strategy and action steps.

December 2005

- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.
- Ivy City resident and Empower DC testify at hearing held on the "Home Again Initiative Community Redevelopment Amendment Act Of 2005" B16-0403.
- Consistently communicated and met to discuss project strategy and action steps.

January 2006

- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.
- Meeting(s), Home Again/Ivy City Task Force/with Home Again Initiative staff.
- Release of Home Again Initiative Ivy City Special Demonstration Project 8th Disposition Request for Proposals (RFP)

February 2006

- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.

March 2006

- Conducted monthly community meeting of Ivy City residents, Crummell School alumni and advocates.

April 2006

- Home Again Initiative RFP due.
- Meeting with Home Again Task Force and Home Again Initiative staff to discuss next steps and upcoming public forum.
- Scheduled Public Forum (Selected finalists only) to present top 3-4 proposals to Ivy City Community.

May 2006

- Announcement of winning Home Again bids

October 2006

- Home Again Groundbreaking

Appendix H

Historic Ivy City/Crummell School Revitalization Coalition

Ivy City Community Plan for Home Again Initiative

As a community, Ivy City residents have come to consensus around the following items. We feel very strongly that these measures be put into place to protect Ivy City residents from the threat of displacement due to gentrification, and to ensure that planned Redevelopment through the Home Again Initiative enhances quality of life for current residents.

Decision Making/Transparency

Due to the large scope and impact of the Home Again Initiative in Ivy City, the **Home Again/Ivy City- Task Force** has been established and is serving as the decision making body for the Home Again Initiative in Ivy City.

The task force includes, in addition to Home Again Initiative Staff, current Ivy City residents and representatives of the business, faith-based and non-profit community all identified or selected by the community.

This task force shall be the primary decision making body for all planning and decision-making regarding Ivy City Home Again. This will ensure a significant level of community input.

All decisions normally undertaken by the Home Again Initiative in relation to Ivy City shall be the jurisdiction of this task force. Topics should include housing types to be introduced, design elements (appearance, height, etc), the selection of developers, etc.

In addition, all meetings of the Task Force shall be held in the community and made open to the public.

Affordability and Types of Housing:

To ensure the preservation of affordable housing in Ivy City and to prevent the displacement of Ivy City residents, we make the following requests:

1. All new housing developed in Ivy City should be “affordable housing” – targeted to incomes at 60% or below the area median income (AMI)
 - a. 50% of homes for those at or below 30% of the AMI (\$25,620/family of four)
 - b. 25% of homes for those between 30-50% of the AMI (up to \$42,700/family of four)

- c. 25% of homes for those between 50-60% of the AMI
2. In order to make the homes available to this income level, Home Again properties in Ivy City should be given **free or at very low cost** to developers.
3. **Ivy City residents** and their adult children with qualifying incomes should have **first right to purchase** the new homes. Housing counseling should be made available as soon as possible to begin pre-qualifying families to purchase the new homes.
4. The Ivy City-Home Again/Ivy City Task Force will solicit community and developer input to determine the best mix of housing types to accommodate the income levels, including:
 - affordable assisted living for seniors
 - affordable rental property and rent with option to buy
 - various housing types: condo, single family, co-op

Site Planning

The Ivy City-Home Again/Ivy City Task Force should develop a draft plan outlining the types of housing and proposed location for each, design elements, etc and should present the draft plan at a full community meeting. Residents will then be able to provide input for the final plan, including:

- determining which lots are suitable for which types of housing
- requests for certain properties to be made available for other uses, such as:
 - community store
 - basketball court
 - deli/coffee shop
 - donut shop
 - job training facility
 - green space

Support for Existing Residents

In order to prevent the displacement of current residents, we call upon the Deputy Mayor for Planning and Economic Redevelopment to set aside a pool of funds to assist current homeowners with the following:

- help with property taxes for those at risk of losing their homes
- help with home repairs for low-income homeowners

Reviewing the impact of the Home Again Initiative in Ivy City has led to many concerns about the Home Again program and the broader protection of District residents. The following items reflect changes to DC policies, not necessarily within the purview of the Home Again Initiative, but affecting the work of the Initiative.

Use of Property Tax Foreclosure:

- **Create guidelines for how the city approaches property tax foreclosure**
 - For instance, city must contract with an independent non-profit organization such as Housing Counseling Services. A list of properties with the owners' contact information must be sent to the organization, which will contact all owners to ensure they a) know that they owe taxes on the property, b) understand that their property is at risk, and c) are given assistance to help come up with the tax bill if they desire. Residents should be given the opportunity to make a payment plan, not be required to pay back taxes in one lump sum.

Use of Eminent Domain:

- **Define the “public purpose” for which eminent domain can be used within Home Again** – Define eminent domain's public purpose as that of providing affordable homeownership opportunities for low-income families, thereby requiring that any property taken by Home Again must be used for affordable housing.

City Council Oversight

- **Ensure greater City Council and Community Oversight by holding public hearings prior to the Disposition of Properties** – The City Council should be required to hold a regular public hearing with ample notice and public witnesses anytime publicly owned property is being disposed of.