

2015

Annual Report



The New Communities Initiative in the District of Columbia

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Letter From Deputy Mayor Brian Kenner

The New Communities Initiative (NCI) is a District effort that began as a local response to neighborhood redevelopment in the wake of federal budget cuts to housing revitalization programs. When the New Communities Initiative was created in 2005, the District made a promise to invest in and strengthen four public and subsidized housing communities – Barry Farm, Northwest One, Lincoln Heights/Richardson Dwellings, and Park Morton – where years of disinvestment had resulted in deteriorated housing, concentrated poverty, and crime. These dynamics had long challenged positive economic, educational, and social outcomes for low-income families in those neighborhoods.

Some 10 years later, NCI has invested \$90 million in those neighborhoods, creating 1,041 housing units, including 296 replacement units for aged and distressed public housing units as well as 492 units affordable to other low-income households. This means that 3 out of every 4 units created by NCI have been affordable. NCI has also created units for former public housing residents and other low-income households in each of its neighborhoods. Additionally, NCI is helping to develop other community spaces, like the new Barry Farm Recreation Center, that add needed social and recreational resources to the redeveloping neighborhoods.

Still, the NCI plans collectively call for the development of some 6,000 units, so the majority of NCI's development efforts are still to come. And although NCI has invested some \$25 million in nonprofits providing case management, youth development, senior and wellness services in each neighborhood, those services need to expand to reach every resident and address all of the challenges that impact the likelihood that they will return to a redeveloped community and successfully maintain a household there. As the District moves forward with redevelopment efforts in NCI neighborhoods, the goal is for **100% Resident Success** – that every resident has the

opportunity to return/stay and thrive as an important part of a new mixed-income community, and is offered the support needed to do so.

In August 2015, our partners at the DC Housing Authority submitted an application to the US Department of Housing and Urban Development for the demolition and disposition of Barry Farm. The move represented a major step toward delivering on a 10-year old promise to the residents of Barry Farm to improve their homes, and will be the first time NCI develops a current public housing site. To date, NCI's work has been done at offsite properties, where the District has supported the development of replacement public housing and other affordable units in the areas surrounding NCI neighborhoods.

In many ways, the Barry Farm move is a signal that the District remains committed to the revitalization of all four NCI neighborhoods. Lack of affordable housing, displacement, and concentrated crime and poverty persist as challenges in each of these communities, and we must continue to devise good solutions. Public housing has been an important part of the District's safety net, and one of the principal ways we have provided housing that is affordable to extremely low-income households. Our current challenge is to determine how to preserve this same safety net in a mixed-income context, which can stabilize neighborhoods, maintain our housing stock over time, and provide better economic mobility for low-income households.

Through the continued work of NCI, the District can achieve successful outcomes for residents, continue the revitalization of District neighborhoods challenged by lack of resources, and create more pathways to the middle class.

Brian T. Kenner

Deputy Mayor for Planning and Economic Development

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Faces of Our Communities



Darryl Sanders
Service Provider, Barry Farm



LaShone Davis
Service Provider, Northwest One



Yukia Huges
Service Provider, Park Morton



Aretha Lyles
Service Provider, Barry Farm



Ronnie Williams
Resident, Northwest One



Denise Robinson
Developer, Barry Farm



Ashawna Johnson
Property Manager, Sheridan Station



Ada Smith
Service Provider & Resident,
Lincoln Heights/Richardson Dwellings



Aminah Muhammad
Service Provider, Park Morton



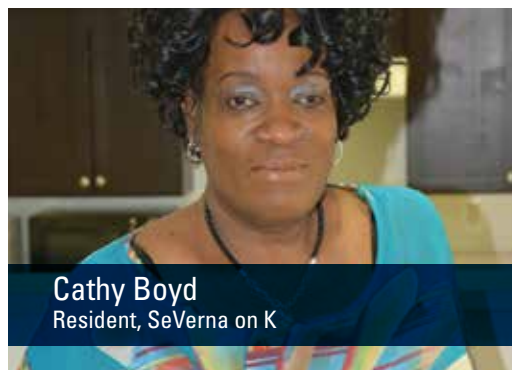
Tamara Smalls
Service Provider, Lincoln Heights/
Richardson Dwellings



Pam Askew
Developer, Sheridan Station



Rob Fossi
Developer, Park Morton



Cathy Boyd
Resident, SeVerna on K



Patrick Williams
Property Manager, Severna on K



Greselda Johnson
Resident, 2M



Tiphonie Williams
Resident, Park Morton



Anthony Wash
Developer, The Nannie Helen at 4800



Samuel Stevenson
Resident, Barry Farm



Kaitlyn Luper
Property Manager, 2M



Cemetria Davis
Resident, Lincoln Heights/Richardson Dwellings



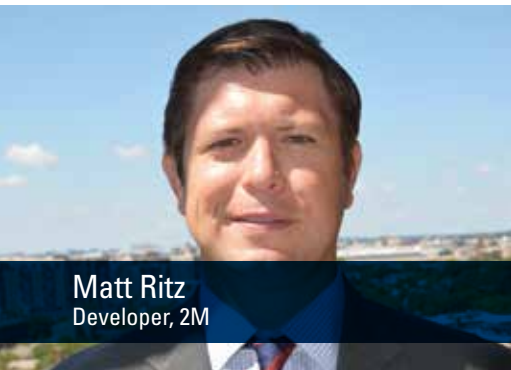
Jasper Simpson
Resident & Service Provider,
Lincoln Heights/Richardson Dwelling



Marlina Taylor
Resident, Lincoln Heights/Richardson Dwellings



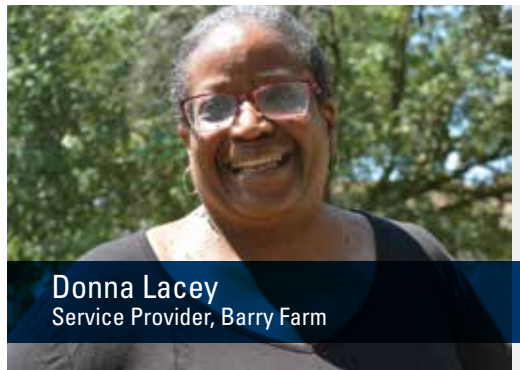
Kim Pleasant
Resident, The Nannie Helen @ 4800



Matt Ritz
Developer, 2M



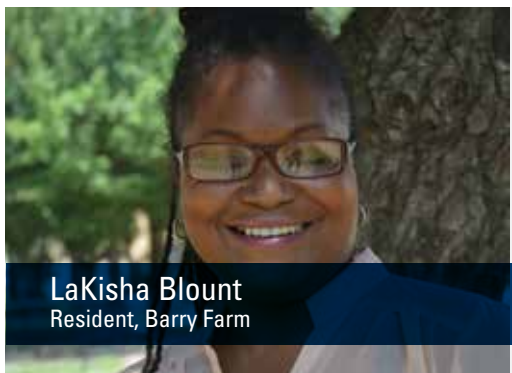
Cassandra Jackson
Resident, Park Morton



Donna Lacey
Service Provider, Barry Farm



Candace Green
Resident, Park Morton



LaKisha Blount
Resident, Barry Farm



Trametria Iroegbu
Resident, Lincoln Heights/Richardson Dwellings

3 Who We Are

The New Communities Initiative (NCI) is a District of Columbia government effort that began in 2005 with the goal of revitalizing and rebuilding specific communities that have experienced high levels of disinvestment, crime and poverty. NCI's charge calls for the replacement of over 1,500 distressed public and subsidized housing units spread across four neighborhoods – Barry Farm, Lincoln Heights/ Richardson Dwellings, Northwest One and Park Morton. The existing units are to be replaced with roughly 6,000 high-quality mixed-income housing units along with other community amenities. To date, we have removed 250 distressed units and built 1,041 units, including 296 replacement public housing units and 492 units affordable to other low-income households. We have also built a new recreation and aquatics center for the Barry Farm neighborhood – an architectural gem that signals what is to come in the neighborhood, in addition to serving as a necessary recreational resource and outlet for residents. Further, we have invested more than \$25 million in grants to service providers who are delivering case management, workforce development, youth development, education and outreach services in all four NCI neighborhoods.

The NCI approach is two-fold: 1) we seek to improve the living conditions of residents in the District, particularly those living in public and other subsidized housing, by providing access to quality affordable housing options; and 2) we seek to empower residents by improving their access to workforce and economic development opportunities, educational opportunities, and health and wellness initiatives.

New Communities is guided by four principles that provided the initial framework for the initiative, and continue to be an important lens for our current work.

- **One for One Replacement** to ensure there is no net loss of the existing affordable housing units.
- **The Opportunity for Residents to Return/Stay** in the community to ensure that current residents will have a priority for new replacement units.
- **Mixed-Income Housing** to end the concentration of low-income housing and poverty.
- **Build First**, which calls for the development of new housing to begin prior to the demolition of existing distressed housing to minimize displacement.

These principles make the District fairly unique in the landscape of public and subsidized housing redevelopment. They came as the result of an extensive community planning process that included government officials, residents, community stakeholders, advocates and technical advisors. Through a series of public meetings, working groups and charrettes, plans for the four neighborhoods were developed and adopted by the DC Council in 2006 (with the exception of the Park Morton plan, which was adopted in 2008).



\$2,395,000
spent on NCI
human capital
programs in 2015



1,041 units
created
by NCI
to date

Development	Development Team	Total Units Built	Replacement Units	Other Affordable Units	Market Rate Units	Total Development Costs	NCI Gap Funding	Completion Date
BARRY FARM – WARD 8								
Matthews Memorial	The Community Builders, Inc. Creative Opportunities Ventures, Inc.	99	35	64	0	\$29,323,632	\$6,120,000	Winter 2012
Sheridan Station I	WC Smith Anacostia Riverfront Development Co.	114	25	89	0	\$27,557,371	\$4,500,000	Winter 2011
Sheridan Station III	WC Smith Anacostia Riverfront Development Co.	133	40	93	0	\$39,819,578	\$6,000,000	Spring 2015
Barry Farm Recreation Center	DMPED, DGS, DPR	Community Amenity	N/A	N/A	N/A	\$26,400,000	\$20,000,000	Spring 2015
LINCOLN HEIGHTS/RICHARDSON DWELLINGS – WARD 7								
4427 Hayes Street NE	Blue Skye	26	9	17	0	\$5,000,000	\$1,587,000	Winter 2010
The Nannie Helen at 4800	A. Wash & Associates	70	23	47	0	\$20,080,000	\$7,200,000	Summer 2013
Marley Ridge	DC Housing Authority	9	9	0	0	\$1,491,000	\$1,491,000	Winter 2008
NORTHWEST ONE – WARD 6								
SeVerna Phase I	Mission First, Henson Development & Golden Rule Apartments	60	30	30	0	\$15,679,021	\$1,900,000	Fall 2011
SeVerna Phase II	Mission First, Henson Development & Golden Rule Apartments	133	48	53	32	\$37,791,834	\$3,795,000	Summer 2014
2M	WC Smith Warrenton Group	314	59	34	221	\$94,000,000	\$21,250,000	Summer 2014
PARK MORTON – WARD 1								
The Avenue	Landex	83	27	56	0	\$27,350,000	\$15,669,315	Fall 2012
	Total	1,041	305	483	253	\$324,492,436	\$89,512,315	
	Total Residential	1,041	305	483	253	\$298,092,436	\$69,512,315	
	Total Amenities					\$26,400,000	\$20,000,000	

NCI - Human Capital

The human capital component of the NCI is a critical element of the initiative. The District partners with service providers to provide comprehensive case management and other services to residents in New Communities neighborhoods. Service providers are funded by the District through the New Communities human capital grant program. Since 2007, NCI has provided almost \$25 million in grants to service providers who are delivering case management, workforce development, youth development, education and outreach services to public housing residents in all four NCI neighborhoods. Services are delivered on a two-tier model:

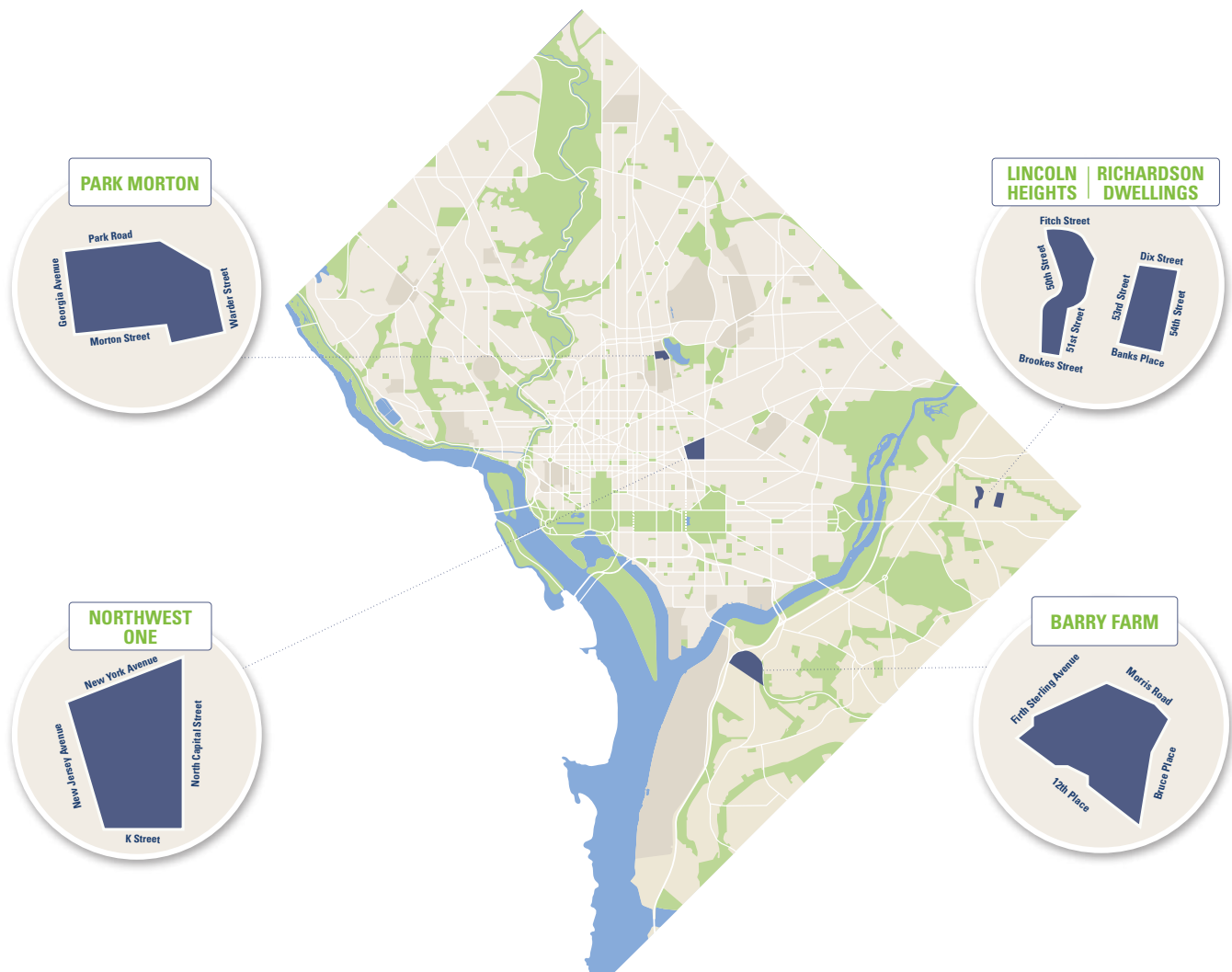
- **Tier One** is comprised of comprehensive case management – intense interaction with households

at NCI sites with a particular focus on relocation and return readiness.

- **Tier Two** is comprised of other services – health and wellness, employment, education, financial literacy and parenting support – aimed at improving the overall neighborhood.

Human capital providers are selected based on their responses to a competitive Request for Proposal process. In FY15 NCI had six providers serving Barry Farm, four providers serving Lincoln Heights/Richardson Dwellings, two providers serving Northwest One, and two providers serving Park Morton. Typically, there is no more than one provider per site focused on Tier One services, and the rest are focused on Tier Two.

The Four New Communities



FY15 NCI Human Capital Grantees

Organization	General Services	Activities Offered
BARRY FARM - \$700,000		
Urban Ed, Inc.	Youth Development Activities	Introduction to Information Technology
Far Southeast Family Strengthening Collaborative	Comprehensive Case Management Services	Provide direct social and supportive services to residents. Services include education and employment training, job search assistance, links to behavioral health, medical and dental services, financial literacy, credit counseling, GED and adult education programs.
Metro Teen Aids	Youth Development Activities	Leadership, Job Skills, Health/Wellness
National Organization of Concerned Black Men	Youth Development Activities	After-school effort for K-5th grade @ Savoy E.S.
Summit Health Institute for Research and Education, Inc.	Wellness	Youth/Senior Wellness Circle
Athletes United for Social Justice	Youth Development Activities	Uses college athletes in a sports-based curriculum to provide sexual health education and life skills interventions to youth living in Barry Farm & Park Morton and in schools attended by Barry Farm & Park Morton students.
LINCOLN HEIGHTS/RICHARDSON DWELLINGS - \$770,000		
DayBreak, Inc.	Youth Development Activities	Year-round (after-school & summer) academic program onsite at Lincoln Heights
DC Scores	Youth Development Activities	Year-round (after-school & summer) programming provides youth with the arts, athletics, and academics. Schools throughout Ward 7.
Higher Achievement	Youth Development Activities	Year-round (after-school & summer) programming at Kelly Miller M.S. includes academic work, mentoring, skill-building, individual student achievement plans, and personal encouragement.
Homes for Hope	Comprehensive Case Management Services	Provide direct social and supportive services to residents. Services include education and employment training, job search assistance, links to behavioral health, medical and dental services, financial literacy, credit counseling, GED and adult education programs.
NORTHWEST ONE - \$740,000		
Housing Opportunities Unlimited	Comprehensive Case Management Services	Provide direct social and supportive services to residents. Services include education and employment training, job search assistance, links to behavioral health, medical and dental services, financial literacy, credit counseling, GED and adult education programs.
The Literacy Lab	Education	One-on-One Reading intervention for 50 children in grades K-3
PARK MORTON - \$185,000		
Athletes United for Social Justice	Youth Development Activities	Uses college athletes in a sports-based curriculum to provide sexual health education and life skills interventions to youth living in Barry Farm & Park Morton and in schools attended by Barry Farm & Park Morton students.
Housing Opportunities Unlimited	Comprehensive Case Management Services	Provide direct social and supportive services to residents. Services include education and employment training, job search assistance, links to behavioral health, medical and dental services, financial literacy, credit counseling, GED and adult education programs.
TOTAL	\$2,395,000	

4 Barry Farm

The Barry Farm community has a long history in the District of Columbia. Named after a freedman's community that began in 1867 on James Barry's farm, it became the first African-American homeownership community in the District. The Barry Farm public housing development was constructed in the 1950s and includes 432 residential units. Adjacent to Barry Farm is Wade Apartments, a 12-unit public housing site, which is also included in the redevelopment plan for Barry Farm. Barry Farm was incorporated into the New Communities Initiative in 2006.

Accomplishments

To date, along with our development partners, New Communities has produced a total of 346 new "Build First" offsite housing units in the neighborhood, between Matthews Memorial Terrace and the Sheridan Station developments (Phases I and III). A number of milestones were achieved this past year for Barry Farm, including zoning approval for next-stage development of the public housing properties, the completion of Sheridan Station Phase III, and the completion of the new Barry Farm Recreation and Aquatics Center. This \$26 million, 22,000 square-foot, LEED-certified project will provide recreational opportunities for neighborhood residents for generations to come.

Major Milestones at Barry Farm

- Winter 2011: Completion of Sheridan Station Phase I
- Winter 2012: Completion of Matthews Memorial Terrace
- Summer 2013: Selection of the Barry Farm Master Development Team (POAH/A&R)
- Fall 2014: Redevelopment of Barry Farm/Wade Apartments receives first stage zoning approval
- Spring 2015: Completion of Sheridan Station Phase III
- Spring 2015: Opening of Barry Farm Recreation Center
- Summer 2015: Submission of HUD Demolition/Disposition Application for Barry Farm/Wade Apartments

Moving Forward

With 346 "Build First" units completed – 100 of them replacement public housing – NCI's future focus will be on the redevelopment of the Barry Farm public housing property. Spanning 26 acres (including two acres of open space), there will be a total of two million square

feet of new buildings constructed over several phases of development in the coming years. This development will likely mean up to 1,400 new housing units and concentrated retail development, with a projected 50,000 square feet devoted to commercial space, as well as additional green/recreation space. The plan also calls for improved infrastructure, including a new road structure to improve traffic, pedestrian access, and public safety in the area. The Barry Farm redevelopment will join other high quality developments proceeding east of the Anacostia River, like the St. Elizabeths Campus, which will include residential development, public and private institutions, and recreation and entertainment venues. These and other developments will transform the Martin Luther King, Jr. Avenue corridor and Historic Anacostia.

As redevelopment of Barry Farm begins, including demolition of current units, the District Government continues to seek supportive partnerships. The Barry Farm development team consists of several organizations. The master developers are the nonprofit organization Preservation of Affordable Housing, Inc. (POAH) and A&R Development.

Serving the Residents of Barry Farm

Investment in human capital is a cornerstone of NCI. Resident programming focuses on case management support to prepare community members for transitioning to new mixed-income, mixed-tenure communities, as well as youth development, health, and wellness programs. These programs are funded by the New Communities' human capital grant program, which provided \$700,000 in funding in FY15 to Barry Farm providers.

In FY15, Barry Farm residents received case management support from the Far Southeast Family Strengthening Collaborative (FSFSC). NCI funding supported FSFSC in maintaining a fully operational Family Support Center in the Barry Farm Community.

Key achievements of the FSFSC case management program include:

- 65 households participated in comprehensive case management, including creating or updating household self-sufficiency plans.
- 120 residents received employment assistance, such as resume development, employment search, and skills enhancement.
- 35 Barry Farm residents gained employment.
- 7 residents completed the Associates for Renewal in Education's (ARE) Child Development Accreditation (CDA) program. ARE is a long-term FSFSC partner that offers the CDA program onsite in the Family Support Center.
- 9 residents graduated and received their high school diploma via FSFSC's partnership with Children/Communities Having Opportunities in Changing Environments High School Diploma program (CHOICE), which provides an onsite high school diploma program.
- 5 youth were hired by FSFSC as Community Outreach Liaisons for the organization's Safe Summer Initiative.
- 15 young women completed the SISTA Project (Sisters Informing Sisters on HIV/AIDS) and received \$100 Visa gift cards via FSFSC's partnership with Whitman-Walker Health.
- A 5-week support group was provided for youth ages 13-16 to discuss community violence, hygiene, self-esteem, bullying, family relationships, education, and peer relationships.
- 21 residents participated in two women's support groups – 'The Pearls of Wisdom' and 'Couture Image Group' – each lasting six weeks and focused on self-awareness, healthy living, reinforcing positive behaviors, and building self-empowerment.
- 45 residents participated in financial literacy education and one-on-one coaching sessions via FSFSC's partnership with the Capital Area Asset Builders.
- 250 boys and girls (representing 120 Barry Farm families) received new school uniforms.

Barry Farm residents received the following other services in FY15:

Youth development services from Athletes United for Social Justice, Metro Teen AIDS, National Organization of Concerned Black Men, and Urban Ed, Inc., as well as wellness services from Summit Health Institute for Research and Education, Inc.



Aretha Lyles, Service Provider, Choices

Aretha Lyles works for the Choices program at Barry Farm, providing educational support to residents. In this program, residents can earn GEDs, learn life skills, and obtain job training. As Ms. Lyles describes her work, "The best part is to see the graduates walk across the stage, to hear the families scream like 'you actually made it' and to see them be so successful."



Samuel Stephenson, Resident

Samuel Stephenson has lived in Barry Farms for five years, and has found it a "good neighborhood, with lots of resources that help you and your family." Mr. Stephenson worked with his case manager to take several classes, such as the homebuyers' program, and his service provider encouraged him to use the resources available to him to follow his dreams. Mr. Stephenson earned his high school diploma through the Choice program and hopes to open his own baking store or food truck. Having a high school diploma "will let me do lots of things [I couldn't do before]."



Denise Robinson, Developer, POAH

Denise Robinson, Project Manager for Washington DC/Maryland with the Preservation of Affordable Housing, is working to develop the Barry Farm community. POAH is a national non-profit community developer dedicated to creating rental housing for low- and moderate-income families. In 2013, POAH was selected to co-develop the Barry Farm site because of its personal connections to the District and proven national track record of inclusive development. As part of the master plan, POAH will build 1,400 units and 50,000 square feet of retail space at Barry Farm. As she puts it, this is "hard work," but it's critical that Barry Farm residents are "proud of the community and proud to call it home." After all, the "residents have a right to be there."

5 Lincoln Heights/Richardson Dwellings

The Lincoln Heights and Richardson Dwellings developments include two public housing sites in Ward 7 totaling 630 units. In a city known for its history, the Lincoln Heights/Richardson Dwellings community has its own rich heritage. The area was home to several influential African-Americans, including architect Howard D. Woodson, civil rights leader Nannie Helen Burroughs, and musician Marvin Gaye.

Accomplishments

Since Lincoln Heights and Richardson Dwellings were incorporated into NCI, there have been several major accomplishments in the community:

- Winter 2008: Completion of Marley Ridge
- Winter 2010: Completion of 4427 Hayes Street, NE
- Summer 2011: Opening of HD Woodson High School
- Summer 2013: Completion of The Nannie Helen at 4800

Moving Forward

“Build First” offsite development to date has produced 105 total units (including 32 replacement public housing units), most recently with the completion of The Nannie Helen at 4800, as well as the completion of HD Woodson High School. NCI has also received zoning approval to transform 5201 Hayes Street, formerly a trash transfer facility, into 150 units of new housing, to include 50 replacement public housing units.

The original New Communities redevelopment plan for Lincoln Heights and Richardson Dwellings, adopted in 2006, called for approximately 1,600 new units of housing, combined with a mix of retail and open space in a reimagined community spanning 28 acres, with 30,000 square feet designated for retail businesses. The District Government and District of Columbia Housing Authority, working with master planner Torti Gallas, will undertake a community-driven process to update the plan beginning in 2016. The District Government and DCHA will also solicit a master developer in the coming year.

Serving the Residents of Lincoln Heights/Richardson Dwellings

In FY15, NCI provided \$770,000 in funding through the human capital grant program for case management and youth development services for the Lincoln Heights

and Richardson Dwellings communities. Residents received case management support from Homes for Hope, Inc. NCI funding supported the organization in maintaining two locations convenient for each of the two communities served. In addition to comprehensive case management, Homes for Hope also provides a variety of services, including vocational training (e.g., pre-construction, food handling), GED classes, and homebuyers’ education programs.

Key achievements of the Homes for Hope case management program include:

- 600 individual residents participated in comprehensive case management, including creating or updating individual self-sufficiency plans.
- 104 residents per month, on average, were referred to outside services.
- 480 home visits were completed.
- 175 individual life skills sessions were provided.
- 125 individual sessions were facilitated for Employability Skills/Job Readiness.
- 121 residents participated in the HFH-NCI job fair.
- 75 residents enrolled and engaged in the HFH-NCI Jobs Club, also known as “Application Hour.”
- 42 residents gained employment.
- \$103,567 in funds were secured via the District’s Emergency Rental Assistance Program (ERAP) to prevent eviction.

Lincoln Heights and Richardson Dwellings residents received the following other services in FY15:

Youth development services from Daybreak, Inc., DC SCORES, and Higher Achievement.



Cemetria Davis, Resident

Cemetria Davis has lived in the Lincoln Heights neighborhood for approximately 15 years. Through the New Communities human capital program in her neighborhood, she's earned her food-handling license and renewed it twice, enabling her to apply for jobs in local schools, hotels, and restaurants. She's also participated in the neighborhood homebuyers club where she learned how to budget and manage her finances. She says that one of the best parts of living in the Lincoln Heights neighborhood are the services provided, as the case managers will "help you with resources" to get where you want to go.



Ada Smith, Resident & Service Provider, HFH

Ada Smith is a resident of Lincoln Heights and works for Homes for Hope, which provides human capital services to that community. She's resided in Lincoln Heights for 15 years and just celebrated two years of working with Homes for Hope. She's taken "just about all the classes" offered to community residents, such as food handling safety, forklift operation, financial literacy, and the homebuyers club. A key part of her job is preparing community residents for the change that's coming because "change is going to come" and "people need to realize it's going to happen."



Marlina Taylor, Resident

Marlina Taylor has lived in Lincoln Heights for nine years, and says it's "gotten better over the years, so that it's all one family at this point." She's taken several classes with New Communities, including food handling safety, flagger certification, CPR/first aid, and the homebuyers club. Her New Communities service providers helped her apply for jobs and put her new skills to work. The best part about living in Lincoln Heights is that it helps people "start from the bottom to grow until they become better people."



Anthony Wash, Founder, A. Wash & Associates

Anthony Wash, founder of A. Wash & Associates, developed The Nannie Helen at 4800 in the Deanwood neighborhood. Mr. Wash worked with New Communities to develop The Nannie Helen, a 70 unit, 100% affordable housing building with 1/3 of the units serving as replacement public housing units for Lincoln Heights/Richardson Dwellings residents. Several residents found training and employment helping to build The Nannie Helen. Mr. Wash calls NCI a "great idea that takes families that are entrenched in underserved communities and helps them," as it "provides home for families that have been through cycles of poverty, and breaks those cycles."

6 Northwest One

Close to both the United States Capitol and Union Station, the Northwest One neighborhood was the first neighborhood included in the New Communities Initiative. This area marked the beginning of the District's targeted, sustained, and local commitment to revitalizing aging federally subsidized housing through NCI. Northwest One had been home to several communities over the District's history. In its early years, the neighborhood was home to rail yards and industrial facilities. After World War II, the area's housing stock was redeveloped through federal urban renewal programs. However, much of this construction fell into disrepair over the ensuing years, and the Northwest One community was incorporated into NCI in 2006.

Accomplishments

Since Northwest One was incorporated into NCI, the community has seen several major accomplishments:

- Summer 2009: Completion of Walker-Jones Education Campus, a 125,000 square foot facility with a recreation center and public library
- Fall 2011: Completion of SeVerna Phase I
- Fall 2014: Completion of 2M Street
- Fall 2014: Completion of SeVerna Phase II (SeVerna on K)

Moving Forward

NCI's involvement in the Northwest One community has resulted in many positive developments. The redevelopment plan calls for approximately 1,300 new units of housing. To date, New Communities has produced 507 new housing units in the neighborhood – 447 of them completed and leased up in just the last year – as well as amenities like the Walker-Jones Education Center, R.H. Terrell Recreation Center, and Northwest One Public Library.

In September 2014, NCI cut the ribbon on 2M Street, a 12-story, 314-unit mixed-income development in the NoMa neighborhood. This building has 59 replacement units for former residents of the demolished Temple Courts and Golden Rule, as well as 34 additional affordable units. NCI also completed SeVerna Phase II, also known as SeVerna on K, in the Northwest One area. The building has 133 units, 48 of them replacement units with priority for former residents of Temple Courts and Golden Rule, as well as an additional 53 affordable units.

Over the coming year, NCI will issue a Request for Proposals for a developer to redevelop the remainder of the publicly-

owned land in the Northwest One area, which includes the former site of Temple Courts at 33 K Street, NW.

Serving the Residents of Northwest One

NCI's human capital program in the Northwest One area has focused on serving former Temple Courts and Golden Rule residents who were relocated offsite and have priority to return to new, mixed-income developments as they are completed in the area. Work includes mentoring families toward self-sufficiency and providing youth development services. These programs are funded by the New Communities' human capital grant program. NCI provided \$740,000 to providers serving Northwest One in FY15.

Northwest One residents, including those currently in the neighborhood in redeveloped properties and those who are currently relocated offsite, received comprehensive case management services from Housing Opportunities Unlimited, Inc. (HOU). Key achievements of the HOU case management program include:

- 87 residents participated in comprehensive case management, including creating or updating individual self-sufficiency plans.
- 76 residents participated in Jobs/Education/Service Fairs.
- 9 residents participated in HOU's 4-week job readiness training program.
- 9 residents participated in HOU's basic and advanced computer training class.
- 16 residents received professional work attire for interviews via HOU's partnerships with Suited for Change and Dress for Success.
- 25 residents gained employment.

- 20 residents achieved self-sufficiency goals, as measured by maintaining employment for one year or more.
- 4 residents participated a financial literacy program and opened new bank accounts via HOU's partnership with Unity Bank and Wells Fargo.
- 5 education incentives, 12 employment incentives, and 11 transportation incentives were distributed to residents.
- All residents had access through HOU to the following

education and employment assistance: Certification Exam Fees, Class Registration Fees, College Education Application Fees, Employment Uniform Assistance, College Book Fees, Transportation Fees, and Learners/ Driving Exams and Permits.

Northwest One residents received the following other services in FY15:

Youth development services from Literacy Lab.



Cathy Boyd, Resident

Ms. Boyd has lived in the Northwest One community since 1986, and now lives in the SeVerna. She loves the sense of being part of a big family at Northwest One, and takes full advantage of the classes and workshops offered by the service providers, such as computer trainings and GED classes. These programs have a "great impact because they offer so much" to residents, helping them grow and reach their goals.



Kaitlyn Luper, Property Manager, WC Smith

Kaitlyn Luper runs the leasing desk at 2M and – most importantly – serves as the human companion to Emmy, the building's bulldog mascot. Emmy lives and "works" in the building, creating community among 2M's diverse residents. No matter the residents' background or income level, Kaitlyn says they "all stop and pet Emmy."



LaShone Davis, Case Manager, HOU

Ms. Davis is a case manager in the Northwest One community, providing services to former residents of Temple Courts and Golden Rule. She works with residents to perform an assessment of where they are, what their needs are, and helps them develop a self-sufficiency plan to work toward whatever goals they have. For a lot of residents, their initial goal was to meet the criteria to come back to the Northwest One community and be eligible for one of the housing units, in addition to obtaining education or an entry-level job. Her work "helps them feel like they have some support system to get through difficult times and difficult decisions." For her, the best part about working for New Communities is "helping people and seeing them achieve whatever goals they have."



Patrick Williams, Property Manager, Columbus

Columbus Property Management is an affiliate of Mission First Housing Group, and Mr. Williams works with them to provide affordable housing to District residents. Columbus Property Management manages the SeVerna on K, which houses former residents of Temple Courts and Golden Rule. Mr. Williams coordinates a variety of programs for residents, including financial literacy classes, youth services, and community engagement opportunities. Mr. Williams says that the residents he works with "understand that you cannot go through life by yourself, you have to have belonging and community. Through our work, we've brought a sense of belonging and community, and I believe that we've played a role in the community for everyone."

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Park Morton

The Park Morton community sits along the Georgia Avenue corridor, between Park Road and Morton Street in Northwest DC. The corridor is one of the most diverse and rapidly changing neighborhoods in the city. Park Morton, built in the 1960s as replacement housing for deteriorating housing that was torn down in the Southwest quadrant of the city, is comprised of 174 garden-style, 2-bedroom walk-up units, and in its prime was a national model for subsidized housing development. Over the years, however, the community fell into disrepair and industry best practices surrounding community design to promote wellness and safety changed. Park Morton was incorporated into NCI in 2008 to address these dynamics.

Accomplishments

NCI's involvement in the Park Morton community has resulted in the development of 83 units of affordable housing – 27 of them replacement public housing – with the completion of The Avenue apartments in Fall 2012. The District also supported the renovation of the local youth center in 2010, including new basketball courts and a rebuilt playground.

Moving Forward

Last year, the District Government and the District of Columbia Housing Authority selected the Park View Community Partners – a partnership of The Community Builders and Dantes Partners – as the master developer of the Park Morton site. Over the next year, the development team will work with District agencies and the community to update the 2008 Park Morton Master Plan, including planning for an offsite location to facilitate the full redevelopment of Park Morton.

Serving the Residents of Park Morton

Human capital is a major part of New Communities' resident services, focusing on supporting community residents as they transition to new, mixed-income developments. Services for FY15 included mentoring families toward self-sufficiency and providing youth development programs. These programs are funded by the New Communities' human capital grant program. NCI provided \$185,000 to providers serving Park Morton in FY 15.

Park Morton residents received comprehensive case management services in FY15 from Housing Opportunities Unlimited, Inc. (HOU). Key achievements of the HOU case management program include:

- 71 residents participated in comprehensive case management, including creating or updating individual self-sufficiency plans.
- 41 residents participated in Jobs/Education/Service Fairs.
- 52 residents participated in HOU's 4-week job readiness training program.
- 9 residents participated in HOU's basic and advanced computer training class.
- 6 residents received professional work attire for interviews via HOU's partnerships with Suited for Change and Dress for Success.
- 38 residents gained employment.
- 65 residents completed a financial literacy counseling program via HOU's partnership with BankOn.

Park Morton residents received the following other services in FY15:

Youth Development services from Athletes United for Social Justice.



Candace Green, Resident

Ms. Green has lived in the Park Morton community for 3 years, and lives in The Avenue building, which was completed in 2012. Her favorite part of the Park Morton community is its diversity and family focus. She's taken several classes with her New Communities service provider, including multiple computer training classes, budgeting classes, and credit repair. She plans to use this education to "open my own business and leave something for my kids," such as a 24-hour transportation company.



Tiphonie Williams, Resident

Ms. Williams has lived at Park Morton for 14 years, and used NCI human capital services to obtain her drivers license, making it easier for her to get to work. As she sees it, the service providers are there for the residents, saying "If you come to them for help, they can help you. They can't help you if you don't ask for help."



Aminah Muhammad, Case Manager, HOU

Ms. Muhammad is a Case Manager/Job Developer at Park Morton. She works directly with residents to help them toward self-sufficiency, providing assistance such as education, job training, housing assistance, clothing, and child care resources. She enjoys her work because she provides residents with "tools so they can become self-sufficient" and gets to engage with them every day as they pursue and achieve their goals.



Rob Fossi, Developer, The Community Builders, Inc.

The Community Builders, one of the largest non-profit Development corporations in the country, has been engaged for the redevelopment of the Park Morton community. Over the last fifty years, The Community Builders has built over 25,000 units of mixed-income housing and is excited about the opportunity to have a "transformative" impact on Park Morton and make it a "place where people of all incomes can achieve their full potential."

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What's Next for New Communities

The New Communities Initiative is part of a broader national shift toward creating mixed-income communities as a way to address some of the most stubborn challenges – disinvestment, poverty, and crime – in areas where low-income housing is concentrated. In its commitment to four core principles – One for One Replacement, Right to Return/Right to Stay, Mixed-Income and Build First – NCI was an early leader in mixed-income transformations that preserved the safety net public housing provides for low-income families.

NCI has had some well-documented challenges over its 10-year history, including lengthy development timelines, unrealistic budget estimates, and resident concern over whether the District could and would maintain its commitment to NCI's core principles. NCI's opportunity, however, is to manage the physical transformation of public and subsidized housing while also preventing displacement, preserving affordability, and acting as a catalyst for additional affordable development in ways that other mixed-income projects and initiatives have struggled. As NCI takes concrete steps to advance development goals in all four NCI neighborhoods, we have the opportunity to:

- Confirm that the concept of New Communities is our best option for amassing enough capital to address the most aged public housing and subsidized properties;
- Meet other District housing priorities within NCI developments including: the creation of more non-public housing affordable to rent and own, as well as permanent supportive housing units to meet the District's overall housing needs; guarantees for long-term affordability on the assets created using District resources; and implementation of the District's new Public Land law mandating higher percentages of affordable units on District-owned parcels;
- Reinforce the District's priorities for green building and transit-oriented development, particularly given that each NCI public housing property is located less than a mile from a Metro station, and in some cases even closer to multiple bus routes;

- Re-engage residents and other stakeholders on issues that have been identified as key challenges for NCI over the past decade - relocation, unit replacement, build first and right/ ability/likelihood to return; and
- Plan developments and provide services that support the goal of every resident being able to return/stay and maintain a household in the redeveloped communities.

At NCI, we and our partners are striving for **100% Resident Success**. This means creating a clear and realistic path to success for every single resident. That means:

- Every resident is strongly encouraged to return/stay and thrive as an important part of their new mixed-income community.
- Every resident has both the opportunity and a path to return/stay.
- Every resident has access to all the information they need to make the best choice for them and their family.
- Every resident is offered the support needed for a successful relocation, whether temporary or permanent, and whether or not they choose to live in the new mixed-income community.
- 10 years from now, every original resident is stably housed and personally thriving, wherever they have chosen to live.

NCI Future Development – At a Glance

Barry Farm



346 Units Completed

(100 replacement & 246 affordable)



1,420 Units Planned

(344 replacement & up to 1,076 affordable/market per the approved planned unit development)



Status of Onsite: Predevelopment

Phase 1 currently in predevelopment



Status of Offsite: Completed

No additional work currently planned

Lincoln Heights/Richardson Dwellings



105 Units Completed

(32 replacement & 73 affordable)



598+ Units Planned

(598+ replacement; affordable/market to be projected in upcoming Master Plan update)



Status of Onsite: Master Plan Update & Planning

Master Developer solicitation currently in planning stage



Status of Offsite: Predevelopment

5201 Hayes Street NE
(50 replacement & 100 affordable) currently in predevelopment

Northwest One



507 Units Completed

(137 replacement, 117 affordable & 253 market)



211+ Units Planned

(211 replacement; affordable/market to be projected in upcoming competitive solicitation)



Status of Onsite: Planning

Developer solicitation currently in planning stage



Status of Offsite: Planning

Development solicitation currently in planning stage

Park Morton



83 Units Completed

(27 replacement & 56 affordable)



147+ Units Planned

(147 replacement; affordable/market to be projected in upcoming Master Plan update)



Status of Onsite: Planning

Master Plan update currently in process



Status of Offsite: Planning

Master Plan update currently in process

