



# Transform Poe people . place . opportunity

## DRAFT ACTION ACTIVITY PLAN

SUBMITTED BY THE  
HOUSING AUTHORITY OF BALTIMORE CITY

JUNE 4, 2020

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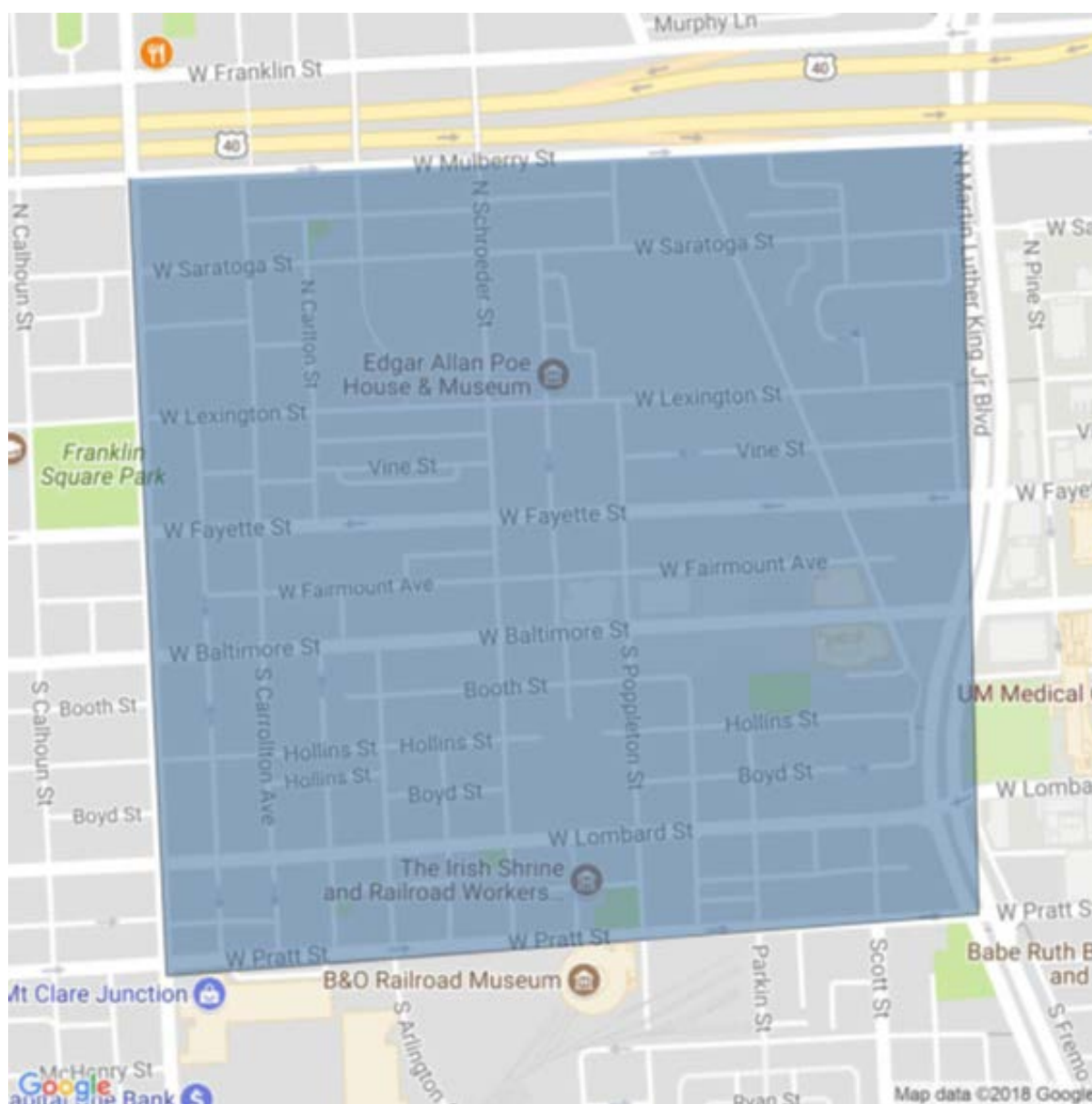
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## Part I: Overview

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The Housing Authority of Baltimore City (HABC) was awarded a Choice Neighborhoods Planning and Action Grant from the Department of Housing and Urban Development (HUD) in September 2018 to support the development of comprehensive neighborhood revitalization plan for the Poppleton/Hollins Market neighborhood. The map below shows the boundaries of the Poppleton/Hollins market neighborhood that is the target of the planning effort dubbed Transform Poe.



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The Transform Poe planning effort reflects the vision, experience and dedication of hundreds of voices – Residents, Businesses, Employers, Educators, Community Building Organizations, Service Providers, State and Local Agencies, Developers and many others – that have participated in numerous meetings since grant award. It reflects the shared concerns about the greater Poppleton/Hollins Market neighborhoods today and hopes for the future. It also builds upon the capacity and resources of strong and active neighborhood anchor partners who have already begun the hard work to realize this collective vision for the future.

Three overarching goals have emerged from the planning effort and are reflected in the Transformation Plan:

- 1) Assets, partners, and momentum are leveraged
- 2) Residents are thriving
- 3) The neighborhood is safe, economically vibrant and welcoming to all

The Transformation Plan goals embrace and acknowledge the resiliency of residents and the community; they leverage and align with existing plans and projects already underway, recently completed or in the pipeline; and they build upon the momentum for positive change. And while these goals reflect community aspirations and desires, they are also tempered by market reality, financing and implementation capacity. When combined, the efforts will further the Poppleton/Hollins Market transformation to a neighborhood of choice with thriving families at the heart of the community.

While neighborhood planning is an important first step in establishing a shared vision for the future, it is only worthwhile if you can turn the planning into results. For this reason, physical improvements and investment actions, even modest ones, help build momentum for change and transition from planning to implementation. These actions improve neighborhood confidence, sustain the community's energy, attract further engagement, and help convince skeptical stakeholders that positive change is possible. This is the context in which this Action Activities proposal is presented to HUD.

With a pledge of \$285,000, HABC is making a total of \$1,235,000 in funding available for early Action Activities to support physical improvements in the Poppleton/Hollins Market neighborhood, specifically community development or economic development projects that enhance and accelerate the transformation of the neighborhood.



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## Part II: Community Engagement and Action Activities Selection Process

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In November 2019, HABC issued an “Open Call” for Action Activity proposals. This Open Call was a direct result of the community’s directive that all ideas should be welcomed. The decision to embrace an Open Call was reached after much discussion with the Steering Committee<sup>1</sup> and residents. Attachment A includes the RFP outlining the parameters of the “Open Call”.

The process was developed in concert with the Steering Committee which discussed multiple approaches to identifying Action Activity proposals. Ultimately, the Steering Committee felt strongly that any individual, organization, business or stakeholder should be invited to propose physical improvement projects in the Poppleton/Hollins Market neighborhoods. In addition, they advocated that residents should not only have a voice in defining the priorities for funding but should be directly involved in the evaluation of the proposals. And since four community organizations were already in place to represent different groups in the neighborhood, it was agreed that these organizations would have a formal role in the proposal review.

While the community insisted on an “Open Call”, they also wanted to ensure that both large and small projects would be considered equally. At the request of the Steering Committee, HABC set-aside up to \$100,000 of Action Activities funding for *small and micro projects* that did not request more than \$15,000 in Choice Neighborhoods funding. Small projects were subject to the same evaluation criteria and had to receive a score of at least 75 points to be eligible for this set-aside.

**Community Priorities:** The community agreed that Action Activities must be responsive to community-defined needs, providing innovative solutions to neighborhood challenges that can be completed by March 2022 (the end of the Choice Neighborhoods grant period). Action Activities proposals had to address at least one of the following community-defined priorities, which have also been incorporated into Goal #3 of the Transformation Plan noted earlier:

- ☐ Improve safety and security
- ☐ Increase economic opportunity
- ☐ Provide new recreational facility or interactive open space
- ☐ Provide neighborhood conveniences and commercial amenities
- ☐ Reclaim vacant or blighted property
- ☐ Be a Fresh Food initiative

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<sup>1</sup> The Steering Committee is comprised of the Co-Chairs of each of the three Task Forces – Neighborhood, Housing and People – and includes public housing residents, neighborhood residents, community representatives, anchor partners (Southwest Partnership, University of Maryland BioPark, Bon Secours/Life Bridge Health), HABC and the City.

**Community Capacity Building:** Once the framework for the Open Call was agreed to and the RFP issued, HABC and Southwest Partnership (SWP) provided numerous opportunities for discussion of the concept, the approach, and the role of the community. HABC facilitated resident and community meetings to review the approach and respond to questions. Additionally, SWP provided individualized support to any resident that expressed an interest in advancing a proposal individually or as a collaborative.

As a result, the Open Call was far more successful than initially anticipated with HABC receiving 30 proposals. However, while three proposals met the small/micro projects criteria, none of them scored the minimum 75 points to advance to Phase 3 and were all ranked low in the community ranking as described below. All proposals were evaluated as follows:

**Phase 1- Threshold Review:** HABC reviewed all 30 proposals to be sure they met the HUD requirements for funding and were responsive to the RFP. Only one proposal was eliminated at this stage since it was submitted after the due date.

**Phase 2- Preliminary Community Review and Ranking:** The remaining 29 applications were all reviewed and ranked by residents, as agreed by the community. Resident representative came from the four established neighborhood associations:

1. Poe Homes Tenant Council which includes elected representatives from the target public housing site
2. Townes at the Terraces Tenant Council which includes elected representatives from the neighboring HOPE VI redevelopment site
3. Poppleton NOW! which includes resident representatives from the Poppleton neighborhood
4. Hollins Roundhouse Neighborhood Association which includes resident representatives from the Hollins Market neighborhood

HABC provided training to each neighborhood association to review the scoring criteria, protocol for evaluation, rules of engagement, and conflict of interest. Each neighborhood association individually rated each proposal and submitted these ratings to HABC. HABC combined the ratings from each association and calculated an average score for each proposal. Top scoring proposals from Phase 2 were selected for further evaluation in Phase 3. The final rankings were provided to each applicant, the community and posted on the project website (See Attachment B). Given limited funding, only the top 5 proposals were advanced to Phase 3.

**Phase 3- Technical Review:** EJP Consulting Group reviewed the five proposals with the highest average ratings from Phase 2 to assess the likelihood that (1) they would be approved for funding by HUD and (2) if approved by HUD, that they can be completed within the grant

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agreement timeline. Then, HABC and EJP met with the Steering Committee on April 14, 2020 to review the final project list to be included in the Action Activities Plan submittal to HUD. HABC agreed at the Steering Committee's request that, should HUD reject any proposal, the next project on the list would be advanced for HUD consideration.

**Phase 4 – Refinement and HUD Submission:** HABC/EJP worked with the five top-ranked proposers from Phase 3 to flesh out each Action Activity more fully for formal submittal to HUD. More details on each proposal are included in the next section.

**Phase 5 - HUD Panel Review and Approval:** Since a proposal is not considered final until official HUD approval, HABC/EJP will work with selected teams to address HUD questions or request for supplemental information. If any proposed Action Activity is rejected by HUD, HABC will advance the next highest ranked project for HUD consideration per the Steering Committee's request.

**Phase 6 – Implementation/Project Completion:** Upon HUD's written approval of the activity, HABC will execute a subgrant agreement with the responsible entity. The project must be completed within the allotted time or HABC reserves the right to cancel that award. The project must also comply with HUD's environmental review requirements. A monthly progress report will be required for all HUD-approved Action Activities.

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## Part III: Action Activities

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HABC requests \$950,000 in HUD funding to be combined with \$285,000 in HABC leverage for a total of \$1,235,000 to support five projects as follows:

- Action Activity 1: Greater Model Park Splash Pad
- Action Activity 2: Residential Façade/Aging in Place Program
- Action Activity 3: Hollins Market Redevelopment
- Action Activity 4: Food Retail Initiative
- Action Activity 5: Healthy Corner Store Initiative

Combined, the five proposed Action Activities address all the community priorities and significantly advance the Transform Poe Plan’s Goal 3 of creating a safe, economically vibrant and welcoming neighborhood for all. Each project also addresses Goal 1 by building on existing assets, leveraging committed partner expertise and marshalling significant additional investment. In particular, the Greater Model Park and Pool Splash pad will activate an underutilized asset to provide improved open space and recreation facilities. The Residential Façade program will not only assist long time homeowners with much needed exterior home improvements, but it will also provide economic opportunity for local contractors and construction workers. And, the combination of the Hollins Market, Food Retail and Healthy Corner Store Initiatives, will stimulate food retail development and economic opportunity for local entrepreneurs and workers while also expanding critical access to healthy foods.

Activity	Average Rating	Community Priorities	CN/HABC Funds	Other Sources	Total
Greater Model Park Splash Pad	86	1,2,3,5	\$415,000	\$1,676,250	\$2,141,250
Residential Façade/Aging in Place Program	71	1,2,5	\$250,000	\$30,000	\$280,000
Hollins Market Redevelopment	61	1,2,3,4,5,6	\$350,000	\$1,550,000	\$1,900,000
Food Retail Initiative	60	2,4,5,6	\$150,000	\$75,000	\$225,000
Healthy Corner Store Initiative	60	2,4,6	\$70,000	\$50,000	\$120,000
<b>TOTAL</b>			<b>\$1,235,000</b>	<b>\$3,381,250</b>	<b>\$4,666,250</b>

**Community Priorities:**

1. Improve safety and security
2. Increase economic opportunity
3. Provide new recreational facility or interactive open space
4. Provide neighborhood conveniences and commercial amenities
5. Reclaim vacant or blighted property
6. Be a Fresh Food initiative

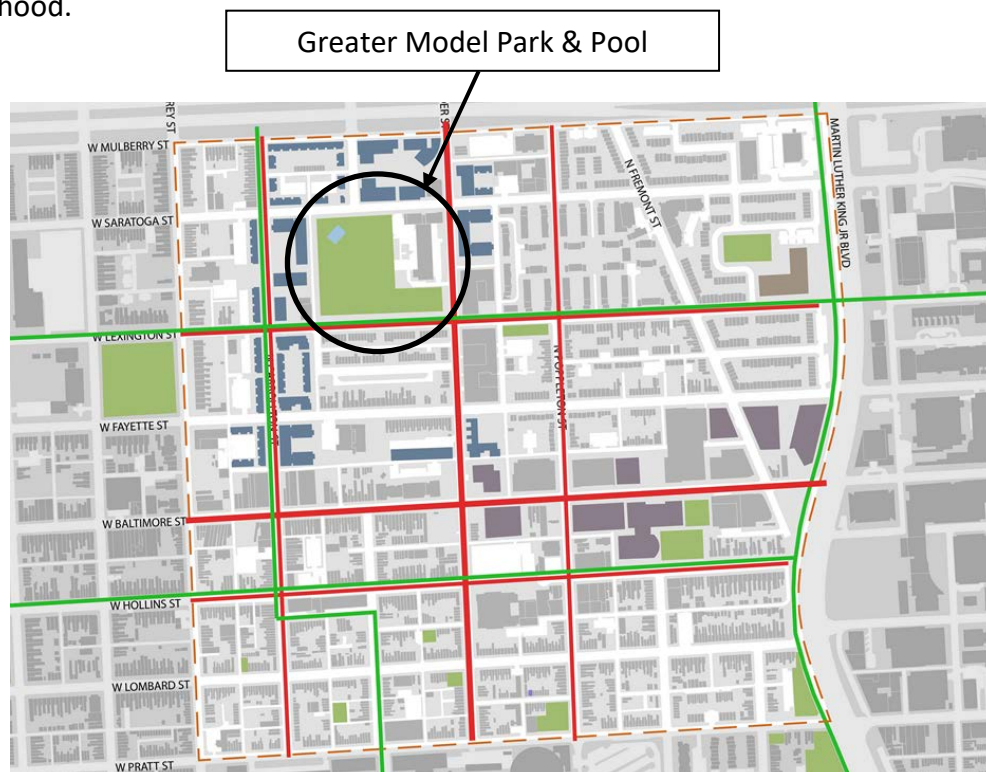
Each proposed Action Activity is described in narrative format and, where applicable, maps, drawings, budgets, financing commitments and other supplemental information follow.



## Action Activity 1: Greater Model Park and Pool Splash Pad

The Greater Model Park Complex is slated for comprehensive redevelopment, renovation, and capital improvement via an unprecedented collaboration between the City of Baltimore Department of Recreation and Parks (BCRP), the Southwest Partnership, PoppletonNOW! SoWeBo Sports and Fitness Alliance, Church of the Nativity, United Way of Central Maryland, and Lowes Foundation. The redevelopment of the Greater Model Park Complex will not only address the community's priority of providing a functional recreational facility and interactive open space but will also improve safety and security and increase economic opportunity. The project is also a testament of community building, evidenced by the relentless press by residents to preserve and improve this underutilized amenity.

Developed in the 1970's, the Greater Model Complex (recreation center, pool and open space park) was part of the Great Society's Model Cities program to redevelop the nation's poorest and least served urban communities. Once a jewel of the community and popular gathering place for neighbors, including residents of Poe Homes, the complex has seen very little to no infusion of funds in recent years. The existing recreation center has been closed for over two decades. The baseball field is in poor condition and does not currently meet league standards. And while BCRP currently operates the outdoor pool in the summer months, a major capital infusion is needed to modernize these facilities. Only through the comprehensive redevelopment of this important community asset, will the City be able to offer 21st century recreational facilities and interactive open spaces that provide equal access to all residents to gather, socialize and play- a critical element in creating a safe, vibrant and economically stable neighborhood.



According to the National Recreation and Parks Association, seven in ten Americans regularly visit their local park and recreation facilities. An even larger number, nine in ten, agree that their communities benefit from everything their local park and recreation agencies offers. This level of public support is not surprising; recreation and parks promote health, prosperity and connect communities in nearly every city, town and county throughout the United States. People of all walks of life benefit directly from their local park and recreation agencies in many ways—as gathering places to meet with friends and family, open spaces to exercise and reconnect with nature or as community resources. It is also well known that, park and recreation agencies spark significant economic activity that make our cities, towns and counties more prosperous. BCRP is no different, providing employment for over 700 full-time, part-time and seasonal staff through ten divisions within the agency. BCRP prioritizes hiring and employing residents that live in the communities served.

What is required to create and maintain safer park spaces is an integrative strategy involving design, programming, maintenance, and citizen involvement. The key finding in park safety research shows that there is a connection between park and recreation use and safety: where people use parks in a positive way and in substantial numbers, all people feel more secure. The factors that explain these findings emphasize the importance of greenery in improving community and personal wellness. Time spent in natural surroundings relieves mental fatigue, which in turn relieves inattentiveness, irritability, and impulsivity, recognized by psychologists as precursors to violence. Green spaces also support frequent, casual contact among neighbors (National Recreation and Parks Association, *Creating Safe Park Environments to Enhance Community Wellness*). In addition, public pools not only provide a community space for gathering and for fun, summer, aquatic activities to cool down during the hot months in Baltimore, pools provide programming that saves lives. Drowning is still one of the most common causes of accidental death in children, so being able to swim is an essential life-saving skill. About one in five people who die from drowning are children 14 and younger. Public pools are where children learn to swim in a safe and nurturing environment, by way of the department’s “learn to swim” programs.

The proposed redevelopment of Greater Model Park Complex is a multi-phased and cross-agency collaboration that, when completed in totality, will result in a comprehensive transformation of this critical neighborhood amenity. However, the phases, while interconnected, can move forward independently as funding is secured.

### **Phase I- Clean Out and Stabilization of the Recreation Center**

This phase of the redevelopment, led by Southwest Partnership, seeks to reactivate the shuttered Recreation Center to provide organized activities, an after school safe haven, mentoring, computer labs and access to services. To start, the collaborative is working to stabilize the building and make one floor functional so that programs can be offered starting in summer 2020. Clean-out of the building was completed by community volunteers in February 2020.

## **Phase II- Make Strategic Improvements to the Park**

With financial assistance from the Lowes Foundation, BCRP will work in collaboration with SWP to install a tot lot, renovate the baseball field, repair the light poles, fencing, pavement and sidewalk, replace dead or missing trees and upgrade the existing park benches.

## **Phase III- Aquatics Upgrades (Upgrade the Outdoor Pool & Convert the Adjacent Wading Pool to a Splash Pad)**

In this phase, BCRP will modernize the pool facility to provide a 21st century multi-generational use and inclusionary outdoor recreational facility that provides the community with a much needed safe, inviting outdoor space to meet, relax and have fun. A core element of this modernization—and the target of the Action Activity funding— is repurposing the wading pool into a splash pad that multi-generations (seniors, adults, teens and toddlers) will be able to use. In addition to converting the wading pool to a splash pad, BCRP will also make the following upgrades to the aquatics infrastructure:

- **ADA Lift:** Adding an ADA lift provides a more inclusive outdoor recreational pool and water feature for people with disabilities, young and old.
- **Shade Structure:** A shade structure not only provides protection from harmful UV rays, the sun, wind, dust and rain, it keeps the area cooler. Because it is cooler, users are more likely to enjoy the outdoors for a longer period. Kids will want to play longer, and families will extend their outdoor time if they are keeping cool under the shade.
- **Shower and Water Fountain:** These features provide stress relief, relaxation and add ambiance to the environment.
- **Pool Cover**
- **Upgraded Lifeguard Chair**
- **Repair/Replace Cement Deck**

The proposed aquatics upgrades at Greater Model will allow for multi-generational programs and activities to occur. Specifically, toddlers and people with disabilities will be able to enjoy a splash in the water. Whereas, now in its current state only adults, teens and persons 3’9” or taller that are swimmers can enjoy the facility.

BCRP aquatics facilities are often the place where underserved and disadvantaged children in Baltimore City learn to swim. So, at a minimum, BCRP will offer open swim and American Red Cross Learn to Swim at Greater Model. However, BCRP Recreation and Community Engagement Strategic Partnership divisions will work collaboratively to engage community residents in a series of community conversations to determine the final menu of programs that are responsive to community needs and priorities. The following represents a sample menu of Parks and Rec-supported programs from which the community can build an aquatics program schedule for the improved Greater Model facility:

- **Parent and Me Lessons** - Parent and Child Aquatics acclimates young children (ages 6 months to 3 years) to the water and prepares them to learn to swim. The lessons also help the young participants practice their physical development skills by blowing bubbles, entering the pool, reaching and grabbing, kicking and singing.
- **Youth/Teen/Adult Lessons** - Learn-to-Swim teaches aquatic and personal water safety skills in six levels. Throughout the levels, participants build on their basic skills to learn various propulsive movements on the front, back and side. As the levels increase, participants learn to refine the different strokes and build endurance. Each level includes final skill assessments that put together many of the skills learned in the level.
- **Water Aerobics** - Aerobics are held in the shallow end of the pool in shoulder deep water. Classes start with a warm-up and progress through moderate to intense water exercises with the help of resistance equipment and using water resistance to build cardio conditioning while working the entire body. Classes end with a cool down, are geared to meet the needs of students at every fitness level and are set to music.
- **Family Fun & Open Swim** - Open swim times where friends and families can come just to splash around or get extra practice time to refine new swimming skills.
- **Teen Nights** - Park pools open their doors for special evening for swimming, teens age 14-20. Teens from across the city can gather for an evening to swim socialize and splash in the pool, enjoy music and food for sale from local vendors.
- **Twilight Swim** - Park pools open their doors for special nights for swimming, just for adults. From 8-11pm, adults can enjoy a different kind of city pool experience, including relaxing music and food for sale from local vendors.

#### **Phase IV - Renovate the Recreation Center**

This phase builds upon phase 1 and involves a more extensive redesign and renovation of the entire structure so it can be returned to full functionality. Southwest Partnership will lead a community-supported design review process to ensure the community needs are reflected in the final design. SoWeBo Sports and Fitness Alliance, Plano Construction and Two Point Design Studio will lead this effort.

Recreational amenities enhance the quality of life within communities and have the power to attract new residents, visitors, tourists and businesses. The proposed New Greater Model Park and Pool improvements are an ideal action activity for the comprehensive neighborhood revitalization strategy that benefits the community and leverages other activities by:

- Offering recreational and programmatic opportunities that benefit residents of all ages, race, income or physical or cognitive ability
- Providing space for children/families to engage in outdoor play and be physically active
- Imparting life-saving skills to all residents
- Offering employment opportunities to local residents (such as lifeguards, pool operator)



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- Promoting economic development and wealth accumulation by eliminating a blighted property which helps to increase property values and equity for nearby homeowners
  - Contributing to community cohesion and increased social capital, and
  - Reducing crime, particularly juvenile delinquency

## **Administration**

While the full Greater Model Park redevelopment involves a collaboration that includes Southwest Partnership (SWP), PoppletonNOW!, SoWeBo Sports and Fitness Alliance, Church of the Nativity, United Way of Central Maryland and Lowes Foundation, Baltimore City Recreation and Parks (BCRP) will be responsible for the Greater Model Aquatics Facility improvement project including the splash pad installation where the Action Activity funding is targeted. As the designated City agency responsible for public recreation facilities and parks, BCRP currently operates six large park pools, twelve neighborhood pools, three indoor pools and three splash pads. The agency has completed and operates similar splash pad conversion projects at Solo Gibbs, Ambrose Kennedy and Catherine Street Parks. A splash pad is also included in the improvement plans for Druid Hill Aquatics Center set to start construction in the Spring and open in 2022 (note that the city is eliminating all wading pools from its inventory the City).

BCRP's Capital Development division is led by Adam Boarman, Chief of Capital Development, who will assign a Project Manager to oversee construction. The Project Manager will work with BCRP's Office of Community Engagement, led by Fran Spero, Division Chief Community Engagement & Strategic Partnerships to work with the community to develop and finalize a community/stakeholder outreach plan for this project. BCRP strives to give all groups an opportunity to meaningfully contribute throughout the design process, resulting in a better project and more satisfied users. For projects with historical, cultural, environmental, or economic impact, education and collaboration are critical to gaining consensus. The development and careful orchestration of community/stakeholder outreach plan is essential to ensure that the final design and programming meets the needs of the community.

While BCRP Office of Community Engagement would typically be engaged in a series of in-person discussions by now, considering COVID-19, BCRP is currently developing new strategies that consider social distancing guidelines. BCRP is evaluating various other virtual and nontraditional methods to engage the community. BCRP will also piggy-back on the already established Neighborhood Task Force to advance the Splash Pad design conversations.

## **Project Development Budget**

HABC proposes utilizing \$415,000 in CN Action Activity funding to support the construction of the splash pad which will leverage additional funding totaling \$1,676,250 for the comprehensive renovation of the Greater Model Park Complex as outlined below. \$855,444 of the leveraged funding is currently in hand.

BUDGET ITEM	DESCRIPTION	COSTS	SOURCE
<b>Phase I</b>			
Clean out and Stabilization of the Recreation Center	Clean out (completed in February 2020)	\$40,000	SWP
	Development design drawings (completed)	\$8,500	SWP
	Stabilization of the building (in process)	\$55,000	SWP
<b>Subtotal</b>		<b>\$103,500</b>	
<b>Phase II</b>			
Tot Lot	Erect young child's playground adjacent to proposed splash pad	\$150,000	Lowes
Light Pole Repair	15 light poles bulbs missing	\$7,500	Lowes
Tree removal	15 dead trees	\$8,850	Lowes
Tree planting	20 replacement trees to fill empty tree pits	\$8,800	Lowes
New benches	15-20 new benches	\$17,600	Lowes
Fence repair	Only in a few places is fence in really bad shape	5,000	Lowes
Pavement sidewalk repair	Asphalt walk has root bumps, large holes, and cracks. Need to cut out asphalt, grind out roots, patch and resurface. Concrete sections are heaved.	\$20,000	Lowes
Baseball field	Field is uneven and has holes that could be drain sinkholes. Should be surveyed for utilities and broken drain lines.	\$35,000	Lowes
<b>Subtotal</b>		<b>\$252,750</b>	
<b>Phase III</b>			
<b>Splash Pad</b>	<b>Convert wading pool to splash pad (construction only)</b>	<b>\$415,000</b>	<b>CN</b>
Splash Pad	Architecture and Design	\$50,000	BCRP
Shade Structure	Purchase/install Shade Structure	\$50,000	BCRP
Pool Deck	Repair or replace the cement deck area closest to the pool	\$40,000	BCRP
ADA Lift	Purchase/install ADA Lift	\$10,000	BCRP
Shower/Fountain	Replace the shower and water fountain with an all in one unit	\$5,000	BCRP
Lifeguard Chair	Replace/upgrade lifeguard chair	\$5,000	BCRP
Pool Cover	Purchase/install pool cover	\$10,000	BCRP
<b>Subtotal</b>		<b>\$585,000</b>	
<b>Phase IV</b>			
Recreation Center Renovation	Roof	\$15,000	SWP, Church of Nativity, City, and Local Foundations
	Mechanical/Plumbing	\$300,000	
	Electrical	\$150,000	
	Windows and Doors	\$150,000	
	Other estimated costs including Painting, Waterproofing, Room build-out, Flooring and Final Design Costs (bids pending)	\$375,000	
	General Conditions (10%)	\$100,000	
	Construction Fee (10%)	\$100,000	
	Completion Bond (1%)	\$10,000	
<b>Subtotal</b>		<b>\$1,200,000</b>	
<b>Total Project Costs</b>		<b>\$2,141,250</b>	

## Project Operational Budget (Phase III only)

BCRP will be responsible for the long-term operations of the aquatics facility and will hire four positions: Lifeguard I, Lifeguard II, Pool Operator and Community Aide. A Community Aide must be present at all times when the facility is open. BCRP will prioritize hiring and employing neighborhood residents and provide new hires with instruction in CPR, first aid, lifeguard training and pool operations. The cost for general operating, maintenance and repair is estimated to be \$85,444 annually as noted below. BCRP is committed to covering these costs indefinitely, as long as the City continues to provide general funding, which it has done so over the past decades.

Pool Start Up	Pump repairs, painting, etc.	\$5,000
Pool Operations	Annual staffing, supplies and maintenance	\$39,444
Electric Repair	Restore electrical service to the pool	\$40,000
Open Space Park	Maintenance: mowing grass	\$1,000
<b>Total Annual Operating Costs</b>		<b>\$85,444</b>

## Project Schedule (Phase III Only)

September 2020	Grant Award
Sept 2020-March 2022	Community Engagement to run throughout the project. Key community touch points include: <ul style="list-style-type: none"><li>✓ Design Review/Options</li><li>✓ Permit and Final Design</li><li>✓ Program Development</li><li>✓ Hire and Training</li><li>✓ Grand Opening/Community Celebration</li></ul>
Sept 2020-March 2021	Design and Permits
April 2021-July 2021	Advertise/Bids Due/Project Awarded/Pre-NTP Package to Construction
August 2021	Notice to Proceed with Construction
Sept 2021-March 2022	Construction
June 2022*	New Greater Model Pool/Splash Pad Grand Opening

\*BCRP projects that the New Greater Model Pool/Splash Pad project will be complete by March 2022. However, the Grand Opening will occur at the beginning of the summer outdoor recreational pool season.

## Measurable Outcomes (Phase III only)

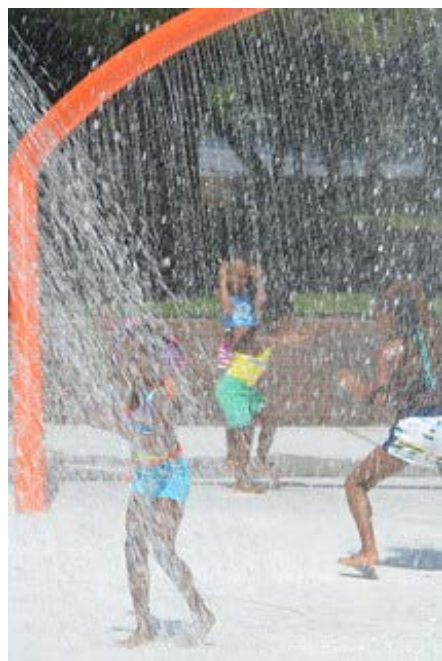
- Average of 500 residents using the facility weekly
- # of swimming classes or other programs offered and # of residents served via these classes/programs *(to be determined via discussion with the community)*
- 4 new hires



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*Sample  
photos  
from  
BCRP's  
Solo Gibbs  
Splash Pad  
Opening*





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### Action Activity 2: Residential Façade/Aging in Place Program

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One of the major assets of the Poppleton/Hollins Market neighborhoods are long-time residents who are also homeowners. Because these families chose to become homeowners - often 30 years or more ago - they are a stabilizing influence in their neighborhood. They provide access to the history and culture of the community, they have been at the forefront of activism in the local schools as their children grew, and they have been the backbone of citizen watch programs and neighborhood beautification efforts. A map of the owner-occupied homes in the neighborhood is included in Attachment D.

These homeowners, except for the occasional boom times, have lived through the times of disinvestment, redlining, and speculative real estate activity. All these negative activities strained their belief in a positive future for their community, yet they did not give up. Now that the neighborhood is seeing new investment, it is critical to provide these residents with resources to enable them to enjoy this progress and remain in the neighborhood. Homeowners who purchased homes 30 years ago are now entering their retirement years if they are not already there and preparing to live on fixed incomes.

This Action Activity will provide these homeowners with grants of up to \$10,000 in CN funds to complete needed maintenance on their homes that will enable them to protect the equity they have worked so hard to build without endangering their retirement income. The Action Activity will be a small step in creating an equitable playing field in the community. After 30 years, these homes need new roofs and energy efficient windows and doors; cornices painted; safety handrails installed; and rear porches made safe.

This project is a high priority for community members because of the anticipated gentrification that will take place over the next five to ten years. It is estimated that over 70% (118) of 169 identified homeowners in the Poppleton neighborhood would qualify for the project.

- Townes at the Terraces, built in 2002 – 78 homes
- Lexington Homes, built in 1986 – 47 homes
- Scattered sites built in the late 19th and early 20th centuries – 44 homes

There are an additional 227 homeowners in the Hollins Market neighborhood of which 35% (79) are likely to qualify for assistance.

But these improvements will not only benefit the individual homeowners. Improving the facades of the older housing stock in the neighborhood will complement the new construction anticipated at Poe Homes, the neighboring Center West Development and other infill housing investments. Ideally, the façade improvements made with this Action Activity funding will help amplify the impact the new construction will have in improving the curb appeal throughout the neighborhood.

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Another community benefit of this Action Activity is the potential for economic development. Local, small contractors are perfectly suited to do the type of work expected as a part of the project. Several have already been identified. And, because these contractors live in the community, they are more willing and able to hire young people looking for a career start. This Action Activity will bring together neighborhood leaders, their neighbors, small businesses, and the youth of the community in an exercise that meets the needs of long-term residents while building a tighter knit and, therefore, stronger community.

### **Administration**

There are three partners in this project: Southwest Partnership, Rebuilding Together and the local neighborhood-based organizations.

- Southwest Partnership (SWP)- SWP will have lead responsibility for this project and be the fiscal agent – coordinating the work to be completed and managing the project. Since 2015, SWP, a coalition of seven neighborhoods including Poppleton and Hollins Market has worked to highlight community assets and strengths in West Baltimore and improve the area. The organization has successfully leveraged local institutional partners that have a strong presence in the area and significant resources including University of Maryland Baltimore, University of Maryland Baltimore BioPark, University of Maryland Medical System, Bon Secours Health System, and the B&O Railroad Museum. While the SWP focus area is larger than the Choice Neighborhoods target area, the Transform Poe Plan benefits from the work of this important coalition. Since SWP formalized the organization, it has:
  - created a Workforce Development Roundtable committed to reducing unemployment
  - established seven community schools, three of which SWP provides staffing
  - partnered with small developers to kick off three housing development projects
  - raised funds for a small neighborhood grants program to support resident-led activities
  - set up a façade improvement grant/loan program for the commercial corridor bisecting the community
  - raised over \$1,000,000 for intervention buying in the community to stop real estate speculation
  - purchased an old abandoned theater with the goal of converting it into a community based cultural arts and entertainment center
  - raised over \$500,000 to renovate an abandoned recreation center; and
  - started a community leadership training program to assist in the development of new leaders throughout the community.

See ***Southwest Partnership's 2019 Annual Report*** in Attachment D.

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SWP will have overall responsibility for managing this Action Activity. Specifically, they will lead the effort to identify eligible homeowners creating both print materials and social media and organizing events to promote the program. SWP will also interview potential recipients to ensure they fully understand the program's advantages and limitations. SWP will review with Rebuilding Together all applications to ensure applicants meet the program's qualifications. SWP will operate as the fiscal agent, meeting with homeowners and contractors to verify work completion and issuing payment to the contractors.

SWP will also take the lead to maximize economic opportunity related to this project. SWP will utilize its Workforce Development Roundtable to connect young people in local workforce programs with the selected contractors. SWP's Workforce Development Roundtable works to strengthen and coordinate workforce service provision in the area, connect residents to existing workforce development resources and jobs, and develop new resources and employment opportunities. Made up of seven local workforce providers and programs, the Roundtable meets monthly. The Roundtable has worked to obtain commitments from local Anchor Institutions, where feasible, to promote hiring residents for open positions and work with service providers to ensure their learning systems prepare residents to meet the thresholds established by the institutions for employment.

- Rebuilding Together- Founded in Texas in 1973, Rebuilding Together has grown into a premier nonprofit community revitalization organization. Together, with corporate and community partners and nearly 100,000 volunteers, Rebuilding Together completes about 10,000 residential repair and rehabilitation projects nationwide each year. See ***Rebuilding Together's 2018 Annual Report*** and ***2014-2017 Rebuilding Together AmeriCorps Evaluation*** summary in Attachment D. Since 1989, the local Baltimore affiliate has repaired and revitalized 1,600 homes, served 35 neighborhoods, rehabilitated 29 non-profit facilities, completed dozens of community impact projects, mobilized 20,000 volunteers and realized and estimated market value of \$10,000,000.

Rebuilding Together Baltimore will be responsible for coordinating, managing, and approving the work of the contractors on behalf of the homeowners. They will also work in concert with SWP to connect contractors with Workforce Development program participants. They will utilize their well-honed model to complete the façade improvements.

- The neighborhood-based organizations— PoppletonNOW! Community Association, Townes at the Terraces Homeowners Association, Lexington Commons Homeowners Association, and Hollins Roundhouse Neighborhood Association— will be responsible for identifying potential candidates for home improvements, young people for the employment opportunities and small contractors for work opportunities. With assistance from SWP, the association leaders will have pamphlets, brochures, and flyers as well as access to social media to share throughout their neighborhood.

## **Project Development Budget**

HABC proposes utilizing \$250,000 in CN Action Activity funding to support at least 25 grants of up to \$10,000 each.

SWP and Rebuilding Together intend to provide their administrative support gratis; the estimated value of this in-kind support is \$30,000.

The Lowes Company Board of Directors has voted to provide funding, in-kind resources and administrative dollars to match this Action Activity. The Lowes funding will allow SWP and its partners to not only expand the number of homeowners who can benefit from this project, but the Lowes money can also be used for interior repairs. (Note: No CN funds will be used for interior repairs.)

## **Project Schedule**

June - Sept 2020	Finalize the project plan, develop outreach mechanisms to create a pipeline of potential recipients
Fall 2020	Complete the application and review process, identify contractors and connect the contractors with Workforce Development participants
Oct 2020 - Oct 2021	Complete Façade Improvements/Renovations

## **Measurable Outcomes**

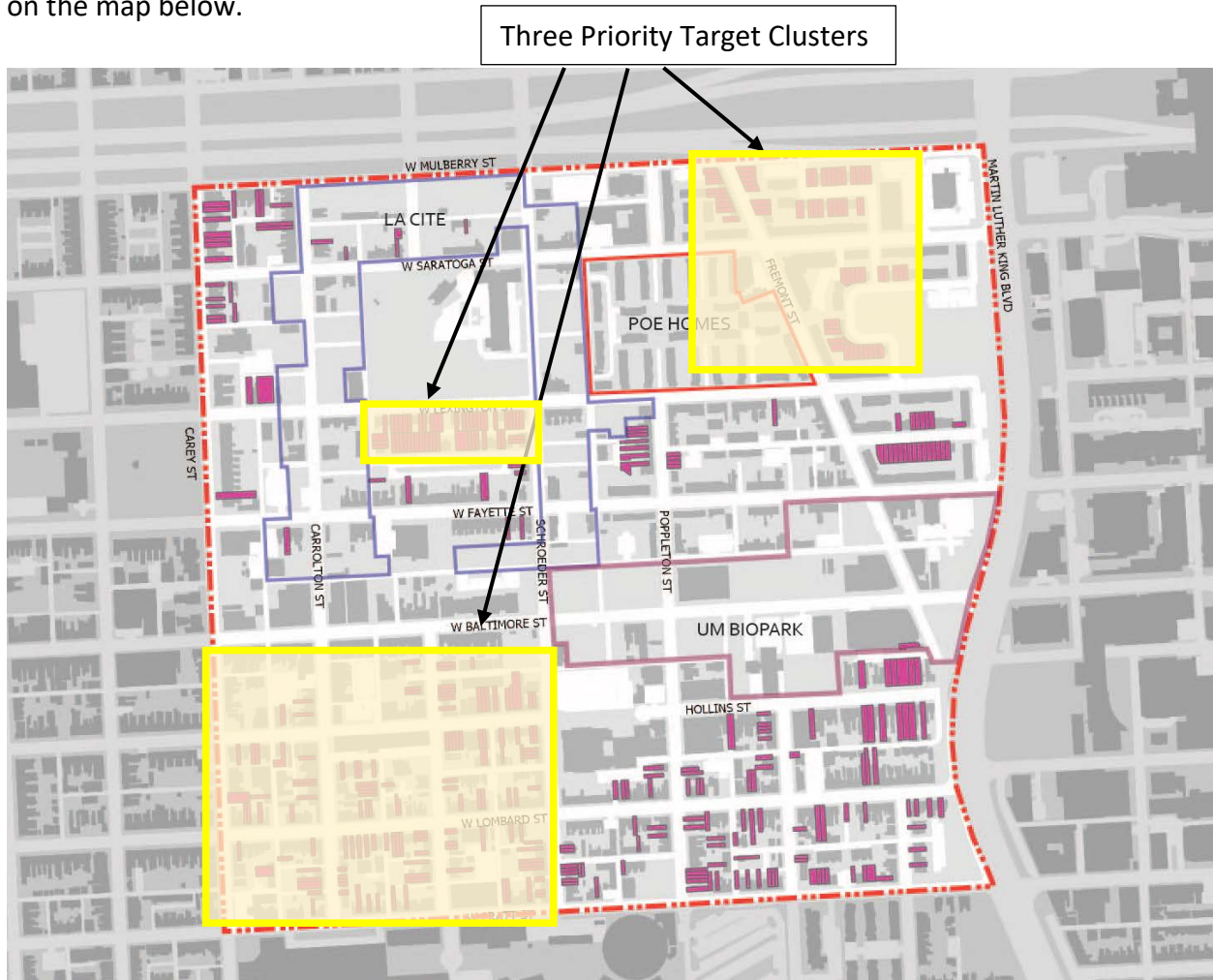
- 25-30 households served directly with repairs and upgrades
- 80% of qualifying households reached by the project are provided educational materials to assist them in remaining in their homes, i.e. information on tax abatement programs, other repair programs etc.
- 30 young people, currently enrolled in workforce programs, introduced to contractors for potential employment
- Five existing businesses in the neighborhood involved with the project



This Action Activity is intended to serve homeowners who are struggling financially including:

- Elderly homeowners living on fixed incomes
- Heads of households with disabilities living on fixed incomes, and
- Single heads of household with children whose income is below 60% of Area Median Income.

These homeowners tend to be clustered in three areas within the neighborhood as identified on the map below.



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A maximum of \$10,000 in CN funding will be available per home for exterior improvements. However, matching funds raised by SWP and Rebuilding Together via Lowes or other funders may be used, not only for additional exterior improvements, but also for interior improvements focused on safety and energy efficiency.

Exterior home improvements funded by CN will prioritize the following over cosmetic improvements that simply enhance the visual appearance of the property:

- Increasing the safety of the individuals residing in the home
- Reducing continued deterioration of the structure, and
- Remediating housing code violations.

Such priority improvements will include but may not be limited to:

- Roof repairs (or replacement if warranted)
- Energy efficient upgrades to windows and doors to reduce utility costs and improve security; and
- Installation of safety features like railings, stair improvements, and universally designed/accessible doorknobs, locks etc.

The homes will be assessed by qualified contractors and inspectors to establish a list of repairs. This list will be compared to the list submitted by the homeowner during the intake applications before finalizing an agreed upon set of repairs. See ***Rebuilding Together 25 Safe and Healthy Priority Checklist*** in Attachment D.

The titular landmark of the Hollins Market neighborhood, the market is located at 26 South Arlington Street. It sits in the middle of the 1100 block of Hollins Street and is bordered on the west by South Carrollton Street. The market site is highlighted below in yellow.



Hollins Market currently serves some of the most in-need neighborhoods in Baltimore and is a vital asset to bordering neighborhoods deemed to be Healthy Food Priority Areas. Similar to a food desert, this designation by the Baltimore City Office of Sustainability and Johns Hopkins University identifies areas of the City that are more than ¼ from a supermarket and have

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limited healthy food availability coupled with low median household income and low car ownership. Much of the target neighborhood for the Transform Poe Plan north of West Baltimore Street meets this definition.

Unlike other Baltimore public markets that have undergone renovation which focus on prepared foods, Hollins Market has long served the community with fresh meat and produce. Plans call for an expansion of those offerings and extended hours to allow the small businesses inside the market to thrive and allow neighbors to have more time to shop after work and on weekends. The intent is to work with existing vendors to help improve their spaces, provide adequate storage to allow them to safely serve their customers and create a welcoming environment for the community. Renovations will also create opportunities for new vendors and, in turn, create new jobs for the neighborhood. Baltimore Public Markets Corporation (BPMC) developed plans for a multi-phase redevelopment of Hollins Market based upon community conversations over more than two years.

Phase I—identified as a Doing While Planning activity in the Transform Poe planning grant—focused on exterior improvements which were completed in Fall 2019. These improvements included new exterior siding, new soffit and lighting, repaving and restriping the parking lot, and enhanced landscaping as picture below.



More recently, BPMC has finalized the schematic design for additional interior and exterior renovations which was approved by The Commission for Historical and Architectural

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Preservation in November 2019. BPMC has completed permitting and began demolition and construction on the second phase of redevelopment using the funds already raised for this project.

Phase II focuses on interior renovations to improve the experience for customers and small businesses:

- A demising wall will be constructed at the west end of the market shed building to separate the head house from the market shed. Long time tenant Mike's Lunch will move into the center of the market with a new stall which includes new finishes and mechanical upgrades. This move will accommodate a new vendor and a communal seating area for all market customers.
- New windows on the Arlington Street end of the market and the new entrance and windows on the north side of Hollins Street will create more natural light indoors during the day and improve the exterior lighting at night. These lighting improvements, coupled with a long overdue painting of the market shed, will make the market more vibrant and welcoming.
- A long overdue upgrade to the restrooms will create a more comfortable environment for customers and merchants.

Phase III—which is the focus of the Action Activity funding— will provide the finishing touches to the market renovation by:

- Upgrading equipment and facades for existing merchants
- Fully building-out vacant stalls for new prospective tenants
- Installing new windows in the head house to prepare it for occupancy by a user who can complement the market and neighborhood
- Enhancing the landscaping around the market shed with planter boxes
- Creating common area seating, complete with a reading nook and kid-friendly tables and chairs, to the east end of the market and adding outdoor tables and chairs for customers to enjoy during warmer weather. Furnishings will include:
  - 110 x Dining Chairs
  - 20 x Dining Tables
  - 16 x Kids Chairs
  - 4 x Kids Table
  - 28 x Bistro Tables
  - 56 x Bistro Chairs
  - 6 x Outdoor Umbrellas



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This investment in Hollins Market will not only revitalize this important community hub but will address all the community priorities identified during the Transform Poe planning process by:

- Improving safety and security with increased interior and exterior lighting in and around the market as well as increased foot traffic
- Increasing economic opportunity by creating new jobs and entrepreneurial opportunities
- Creating a new gathering space for residents
- Providing new neighborhood conveniences to supplement existing offerings
- Reclaiming the currently under-utilized head house for a community serving purpose; and
- Expanding the market hours and offerings to provide a wider variety of fresh food to the neighborhood.

### **Administration**

The Baltimore Public Markets Corporation (BPMC), a non-profit organization, aims to operate the public markets in a manner beneficial to the City of Baltimore and its citizens. BPMC seeks to do so by perpetuating the city's historic public market tradition through the sale of fresh and prepared foods in a welcoming public space; providing affordable retailing opportunities -- particularly for independent -- locally-owned businesses and regional farmers; contributing to community wellness through access to, and education about, healthy and affordable fresh and prepared foods; and supporting and stabilizing the commercial base of neighborhoods where our markets are located.

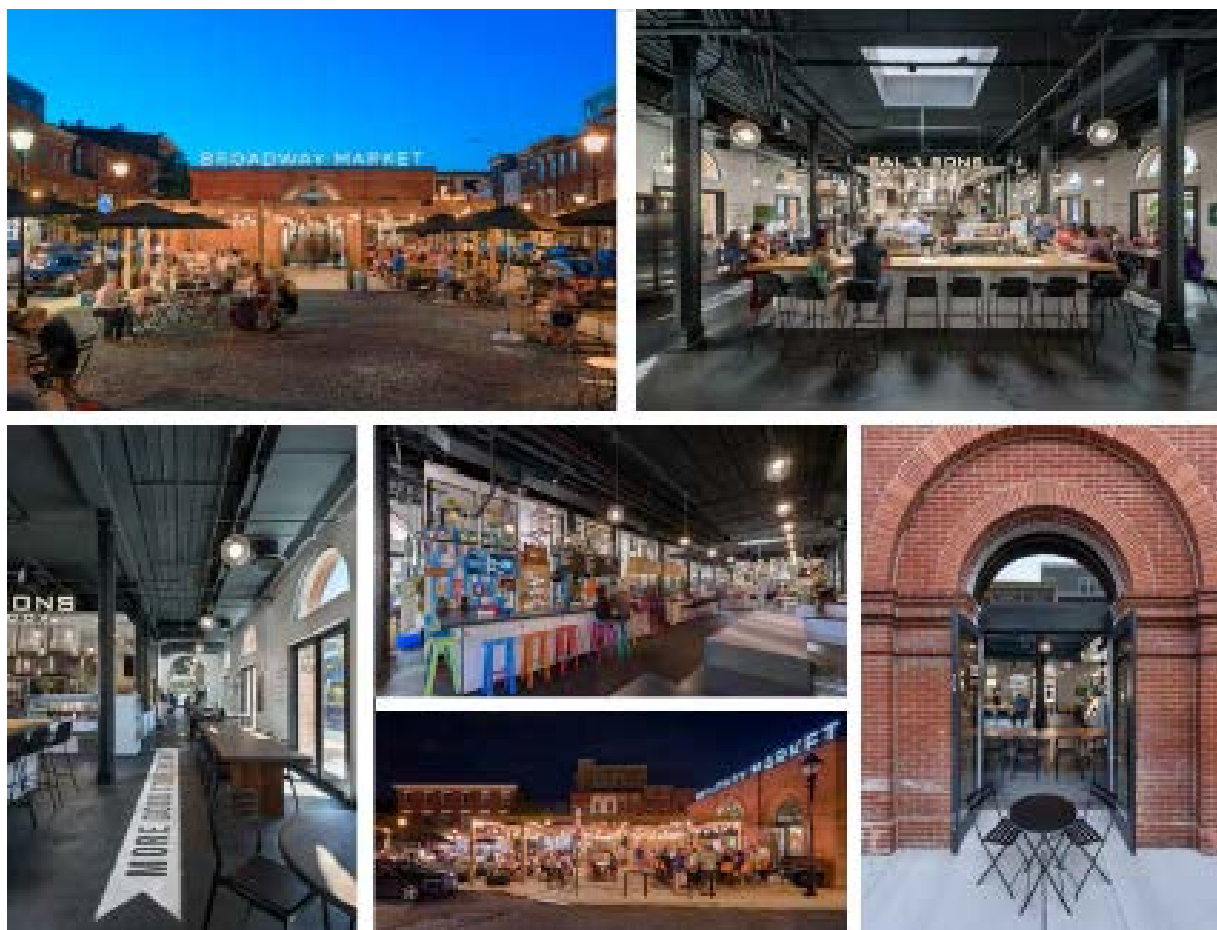
Since 1763, Baltimore's public markets have been vital community institutions serving the citizens of Baltimore City. As the oldest continuing public market system in the United States, the legacy continues today, built upon a rich history and continuous innovation to meet the needs of customers. BPMC and sister organization, Lexington Market, Inc. operate six markets throughout Baltimore City: Lexington Market, Northeast Market, Broadway Market, Cross Street Market, Hollins Market and the Avenue Market. Each market is unique to its neighborhood. In recent years, BPMC has renewed its commitment to revitalizing the public markets and an exciting transformation is underway to ensure the legacy continues in the 21st century and beyond.

Baltimore Public Markets Corporation has been engaged in redeveloping and operating markets since 1995. Most recently, BPMC has successfully redeveloped Northeast Market, the North Shed of Broadway Market, and Cross Street Market. Additionally, plans are underway to Redevelop Avenue Market as well. These projects have ranged between \$2,000,000 to \$8,000,000; Hollins Market's existing physical condition allows for a smaller budget for this

project, without compromising impact. Furthermore, Baltimore Public Markets Corporation's sister organization, Lexington Market has recently commenced construction on a \$40,000,000 new market. The project was funded with a combination of city, state, and private funds and will be managed by the BPMC team through a teaming agreement.

The development team assembled for the Hollins Market redevelopment includes the following Baltimore-based firms, which were responsible for the successful redevelopment of Broadway Market in 2019:

- Development Consultant: Development Solutions, LLC
- General Contractor: Plano-Coudon LLC
- Architect: PI.KL



## Project Development Budget

HABC proposes utilizing \$350,000 in CN Action Activity funding for Phase III of the Hollins Market redevelopment. BPMC is seeking additional financial support to leverage the Action Activity funding and fully build-out Phase III. Potential sources include:

- \$300,000 from the Southwest Partnership, who is administering a community development fund of \$1,000,000 from Wexford, the developer of the nearby University of Maryland BioPark
- \$100,000 grant from the Maryland Historic Trust to replace the windows on the headhouse building with historically appropriate replacements

Regardless, this project has been designed to be scalable, and BPMC can continue to move the project forward in the event a source does not materialize as anticipated.

Budget Item	Costs	Source
Phase 1		
Exterior Improvements	\$250,000	State via Warhorse Cities CDC (\$250,000)
Phase II		
Vendor Assistance	\$500,000	City (\$700,000) State (\$200,000)
Common Area Remodeling	\$200,000	
Exterior Lighting/Windows	\$100,000	
Restrooms	\$100,000	
Phase III		
FF&E	\$70,000	Choice (\$350,000) Wexford (\$300,00) Maryland Historic Trust (\$100,000)
Vendor Assistance (Stall Build-out)	\$500,000	
Project Management	\$25,000	
Contingency	\$45,000	
Headhouse Windows	\$110,000	
TOTAL	1,900,000	

## Project Operational Budget

BPMC's goal is to make Hollins Market sustainable using only market rent after the first year of operation. However, BPMC has sufficient reserves to support market operations through stabilization. Additional resources will be raised through sponsorships to support market activities. A five-year operating budget is included as Attachment E.

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## Project Schedule

<b>Phase I</b>	Completed Fall 2019
<b>Phase II</b>	
CHAP approval and permitting	Completed Winter 2020
Construction Start	February 2020
Construction Completion	August 2020
<b>Phase III</b> <i>(subject to Action Activity fund)</i>	
Construction of new vendor stalls	September-November 2020
FFE installed	October-November 2020
Headhouse windows replaced	September-November of 2020 <i>(pending Maryland Historic Commission funding)</i>
Construction Completion	December 2020

### Measurable Outcomes

- 2 vendor stalls built-out for new merchants
- New seating for customers and community members
- 25% increase in existing vendor sales
- 3-5 new jobs for each new vendor
- 2-4 new employees to manage day-to-day market operations at Hollins Market

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## Action Activity 4: Food Retail Initiative

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Despite the housing stability of the Hollins Market neighborhood and its proximity to downtown, the Transform Poe Plan target area has for decades suffered economically from high retail vacancy along W. Baltimore Street and around historic Hollins Market. Few options are available for the purchase of household goods and affordable dining options are predominantly of the fast food variety. The area needs more neighborhood services and amenities to address the dearth of quality shops or restaurants that support and serve both residents and a growing workforce anchored by the University of Maryland BioPark.

Attracting grocery, food and other retail to this area has historically been difficult because of the low density of existing commercial activity mixed with high rates of residential vacancy. However, there are signs that this is changing with the investment in historic Hollins Market as noted in Action Activity 3. The ongoing work of Southwest Partnership and the Transform Poe planning effort to increase homeownership coupled with UM BioPark's growing workforce provide new opportunity to expand neighborhood retail.

The Baltimore Development Corporation (BDC) proposes to utilize Action Activity funding to attract more sit-down eateries and other food retail to the neighborhood by offering grant funds for fit-out and other startup and stabilization costs. These funds will expand the pathways for businesses to access critical capital during the startup and scaling phases of business development. For businesses and entrepreneurs, it is vital to not only have access to capital when establishing the business, but often, after a few years in business, additional funding is needed to scale the business operations. BDC consistently hears this feedback from the small businesses who are ready to expand operations but cannot take on a level of debt to do so. Supporting small businesses in these critical stages leads to faster stabilization, growth and a higher likelihood of long-term financial success. In turn, these businesses will also be able to expand product offerings, increase revenue, and hire more staff thereby increasing economic opportunity in the neighborhood.

While all businesses currently in or locating to the Poppleton/Hollins Market neighborhood are eligible to apply, clustering eateries near major employers increases the likelihood of success. So, BDC will focus on businesses near the historic Hollins Market, along the W. Baltimore commercial corridor and adjacent to the UM BioPark.



The Baltimore Development Corporation (BDC) will lead this Action Activity. As a non-profit organization and the economic development agency for the City of Baltimore, BDC's mission is to grow the city's economy in an inclusive manner by retaining, expanding and attracting businesses and promoting investment, thereby increasing career opportunities for local residents. BDC serves as a one-stop shop for anyone interested in opening, expanding or relocating a business in Baltimore City. And while it is often grabbing headlines through its role in major development projects in Baltimore City's downtown area, BDC is equally focused on community-based projects like the one proposed here.

The BDC has dedicated staff currently working within the Poppleton/Hollins Market neighborhood doing outreach to business and property owners. See Attachment F for a copy of the BDC Organizational Chart. Key Staff members for this program will include:

- Nikky Davis, Economic Development Officer (Southwest Geographic area)
- Ira Kowler, Director Neighborhood Development West Team
- Kristin Dawson, Senior Director, Business Development
- Jeff Pillas, Chief Financial Officer

This staff have expertise in business development, neighborhood development, marketing, financial/grant management and research and analytics. Working with Southwest Partnership, BDC staff will continue to keep an inventory of available spaces within the project footprint.

BDC also operates a micro-loan fund. Since the start of FY 2018, BDC has awarded 37 loans to businesses around the City ranging between \$5,000 to \$30,000. BDC also manages a \$3.5 million Small Business Grant program throughout the City available to business owners who have been impacted by COVID-19.

The funds for the Action Activity will not be used to supplant the micro-loan fund. Rather, the proposed grant program is a specific incentive to attract food retail and eateries in the Hollins Roundhouse/Poppleton neighborhoods and will not have the same strict financial qualifications as a traditional loan product.

## Project Budget

HABC proposes utilizing \$150,000 in CN Action Activity funding to support grants up to \$50,000 per business.

BDC will contribute in-kind resources for staff time to market and manage the grant program.

Where appropriate, eligible businesses will also receive assistance to apply for the BDC's existing Façade Improvement Grant (FIG) Program, which grants up to \$7,500 for exterior improvements. The FIG program requires a 1:1 match which would result in a minimum of \$7500 in additional private investment from the business owner. Since BDC anticipates five businesses will receive such funding, HABC anticipates that the CN investment will leverage an additional \$37,500 from the City and a matching \$37,500 in private equity.

## Project Schedule

June - August 2020	Inform and educate stakeholders/partners of grant opportunity
	Coordinate and plan 2020 activities with SWP and other city agencies, i.e. Health, Permits, Zoning, as needed
	Identify and inventory sites for restaurant and food retail
	Create benchmarks/schedule for each individual project to ensure the business can complete the improvements and expend the funds within the grant period
	Market neighborhood to new and existing businesses looking to relocate
Sept – Nov 2020	Develop application for program
	Implement marketing campaign to attract eateries & food retail to area
Dec 2020– Jan 2021	Match tenants and vacant spaces for food retail and eateries
	Work with attracted eateries to develop capital stack to ensure sufficient resources to open/re-locate
Feb - April 2021	Award Grantees on a rolling basis as eligible businesses are identified
May -August 2021	Construction activity for awardees
Sept 2021- Feb 2022	Monitor progress of awardees and provide assistance as necessary
March 2022	Closeout paperwork as necessary

## Measurable Outcomes

Using information provided by individual business owners, BDC will measure the following:

- Amount of private funding leveraged
- # of new retail operations
- # of new or retained jobs

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## Program Guidelines

This Action Activity is intended to serve budding restauranteurs and food retail business owners who are unable to access capital from commercial banks or other sources due to perceived risk.

While all businesses currently in or locating to the Poppleton/Hollins Market neighborhood are eligible to apply, clustering eateries near major employers increases the likelihood of success. So, BDC will focus on businesses near the historic Hollins Market, along the W. Baltimore commercial corridor and adjacent to the UM BioPark.

Based upon prior programs, BDC proposes to use the following criteria when evaluating proposals. Each staff on the review committee will assign points to the application. And while there is no minimum score required, this will serve as the basis for discussion on whether to approve an application or not.

- Strength of Business Plan (up to 3 points)
- Impact based on Proposed Use of Funds, i.e. job creation, visibility (up to 3 points)
- Financial Statements & Projections (up to 3 points)
- Private Commitment Leveraged (up to 3 points)
- Business Hours on evening and weekends (1 point)
- Minority/Woman Owned Business (1 point)
- Requested Amount (3 points for up to \$9,999, 2 points for \$10,000-\$19,999, 1 point for \$20,000-\$39,999, 0 points for \$40,000-\$50,000)
- New Business Impact (3 points- established retail locating to area, 2 points- new retail start-up, 1-point existing city business opening new location)
- Strength of Application (up to 3 points)

Eligible businesses may use the Action Activity funding for the following:

- Furniture/Fixtures/Equipment
- Tenant fit-out
- Signage/façade improvements above and beyond what is available through the existing Façade Improvement Grant program
- Working capital to cover expenses including but not limited to payroll, rent, invoices, and debt payments
- Inventory

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### Action Activity 5: Healthy Corner Store Initiative

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As noted earlier in Action Activity 3: Hollins Market Redevelopment, much of the Poppleton neighborhood, where Poe Homes is located, is a Healthy Food Priority Area. Similar to a food desert, this designation by the Baltimore City Office of Sustainability and Johns Hopkins University identifies areas that are more than ¼ mile from a supermarket and have limited healthy food availability coupled with low median household income and low car ownership. This is supported by data from the Poe Homes Resident Survey which identified food insecurity as a major issue with emergency food bank assistance topping the list as the most common immediate need for service being cited by 30% of Poe residents.

For nearly a decade, the Baltimore Food Policy Initiative (BFPI), a cross-agency collaborative, has worked to increase access to healthy and affordable food throughout Baltimore City. The Baltimore Development Corporation (BDC), in partnership with the Baltimore City Health Department, the Office of Sustainability within the City's Department of Planning and Johns Hopkins Center for a Livable Future, works to stimulate food retail development and expand access to healthy food in all Baltimore neighborhoods, with a focus on Healthy Food Priority Areas like Poppleton.

While there are over 500 corner stores across the city making them readily accessible to residents, few carry healthy food options. So, recently, BFPI has focused on small food retail and developed recommendations to not only improve the physical environment of stores to provide a clean, safe and accessible shopping experience but also to improve the quality of food offered.

BDC proposes to use Action Activity funding to help convenience and corner stores in the Poppleton/Hollins Market neighborhood implement these small food retail recommendations. Grants up to \$10,000 per business will be offered for interior upgrades to shelving and refrigeration as well as equipment upgrades to Point of Sale systems (POS). The POS system is important to ensure SNAP retailers retain their authorization or get authorized if they are not already. Plus, BFPI data shows that businesses that accept SNAP provide healthier options than those that do not. For stores that qualify, BDC will also encourage owners to participate in the Façade Improvement Grant program (FIG) to make improvements to the exterior of the property. Combined, these interior and exterior improvements will improve not only the shopping experience for customer but the image of the entire neighborhood.

Baltimore Development Corporation (BDC) qualifications and experience were outlined in detail in Action Activity 4: Food Retail. For this Action Activity, BDC will be partnering with the Baltimore Office of Sustainability (BOS) which administers the Baltimore Healthy Food Policy Initiative. The Baltimore Office of Sustainability defines sustainability as “meeting the environmental, social, and economic needs of Baltimore without compromising the ability of future generations to meet these needs”. BOS develops and advocates for programs, policies, and actions by government, citizens, businesses, and institutions that improve the long-term environmental, social, and economic viability of Baltimore City. In addition to overseeing and tracking the implementation of the Baltimore Sustainability Plan, the Office integrates sustainability into City government operations and collaborates with other individuals and organizations working to advance community health and vibrancy. The two organizations, BDC and BOS, have shared objectives and a track record partnering on prior projects as outlined in the BOA letter of commitment.

## **Project Budget**

HABC proposes utilizing \$70,000 in CN Action Activity funding to support grants up to \$10,000 per business.

BDC will contribute in-kind resources for staff time to market and manage the grant program.

A commitment letter from Baltimore City’s Office of Sustainability to contribute \$50,000 in matching funds to provide interior fit-out improvements of up to \$10,000 per business to at least five corner stores is included as a separate attachment.

Consistent with Action Activity 4 and where appropriate, eligible businesses will also receive assistance to apply for the BDC’s existing Façade Improvement Grant (FIG) Program, which grants up to \$7,500 for exterior improvements. The FIG program requires a 1:1 match which would result in a minimum of \$7500 in additional private investment. BDC anticipates five businesses will receive such funding for a total leverage of \$37,500 from the City and a matching \$37,500 from private equity.



June - August 2020	Inform and educate stakeholders/partners of grant opportunity
	Coordinate and plan 2020 activities with SWP and the Baltimore Food Policy Initiative and other city agencies, i.e. Planning, Housing and Community Development, Health, as needed
	Identify and inventory key corners/convenience stores/commercial vacancies
	Create benchmarks/schedule for each individual project to ensure the business can complete the improvements and expend the funds within the grant period
	Market neighborhood to new and existing businesses looking to relocate
Sept - Nov 2020	Market program to eligible businesses
	Notify corner stores of award
	Continue to assess needs of business owners for on-going technical assistance
Dec 2020 - Jan 2021	Coordinate with SWP for local contracting to perform work as applicable
	Start interior fit-out projects for corner stores
	Begin to upgrade POS Systems
	Shelving upgrades for stores
	Continue to provide technical assistance
Feb - April 2021	Finalize interior fit-outs for corner store
	Finalize any equipment upgrades
	Implement marketing techniques such as signage, shelf talkers in conjunction with Baltimore City Health Department and Baltimore Food Policy Initiative
	Secure contracts for exterior façade grants (as applicable)
May - August 2021	Begin exterior façade work for corner stores
Sept 2021- Feb 2022	Finish exterior façade work for corner stores
March 2022	Complete all work associated with grant

## Measurable Outcomes

- % increase the number of retailers that accept SNAP (In the cases where the retailer accepts SNAP, help to keep authorization)
- % of private vs. public investment
- # of improved stores (interior & exterior)
- % increase in sales and customer counts

## Program Guidelines

Program guidelines will be aligned with the Healthy Food Environment Strategy from Baltimore's Office of Sustainability which can be found at:

<https://www.baltimoresustainability.org/projects/baltimore-food-policy-initiative/healthy-food-environment-strategy/>

In addition to being in the Poppleton/Hollins Market neighborhoods, additional criteria under consideration include:

- Located in a Healthy Food Priority Area
- Located near the historic Hollins Market, along the W. Baltimore commercial corridor or adjacent to the UM BioPark
- In good standing with State of Maryland
- Not a chain/franchise
- Zoned for commercial use

## Attachment A: Action Activity Request for Proposals

**Request for Proposals  
for  
Choice Neighborhoods Action Activities**

**Submission Due Date:** Wednesday, January 15, 2020



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Attachment 1: Choice Neighborhoods Environmental FAQ

Attachment 2: Action Activity Submission Form

Attachment 3: Action Activities Requirements Process: FY 2017 Planning and Action Grantees



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The Housing Authority of Baltimore City (HABC) is making a total of \$1,235,000 in funding available for Action Activities to support physical improvements in the Poppleton/Hollins Market neighborhood, specifically community development or economic development projects that enhance and accelerate the transformation of the neighborhood. Expenditure of these funds are subject to HUD review and approval.

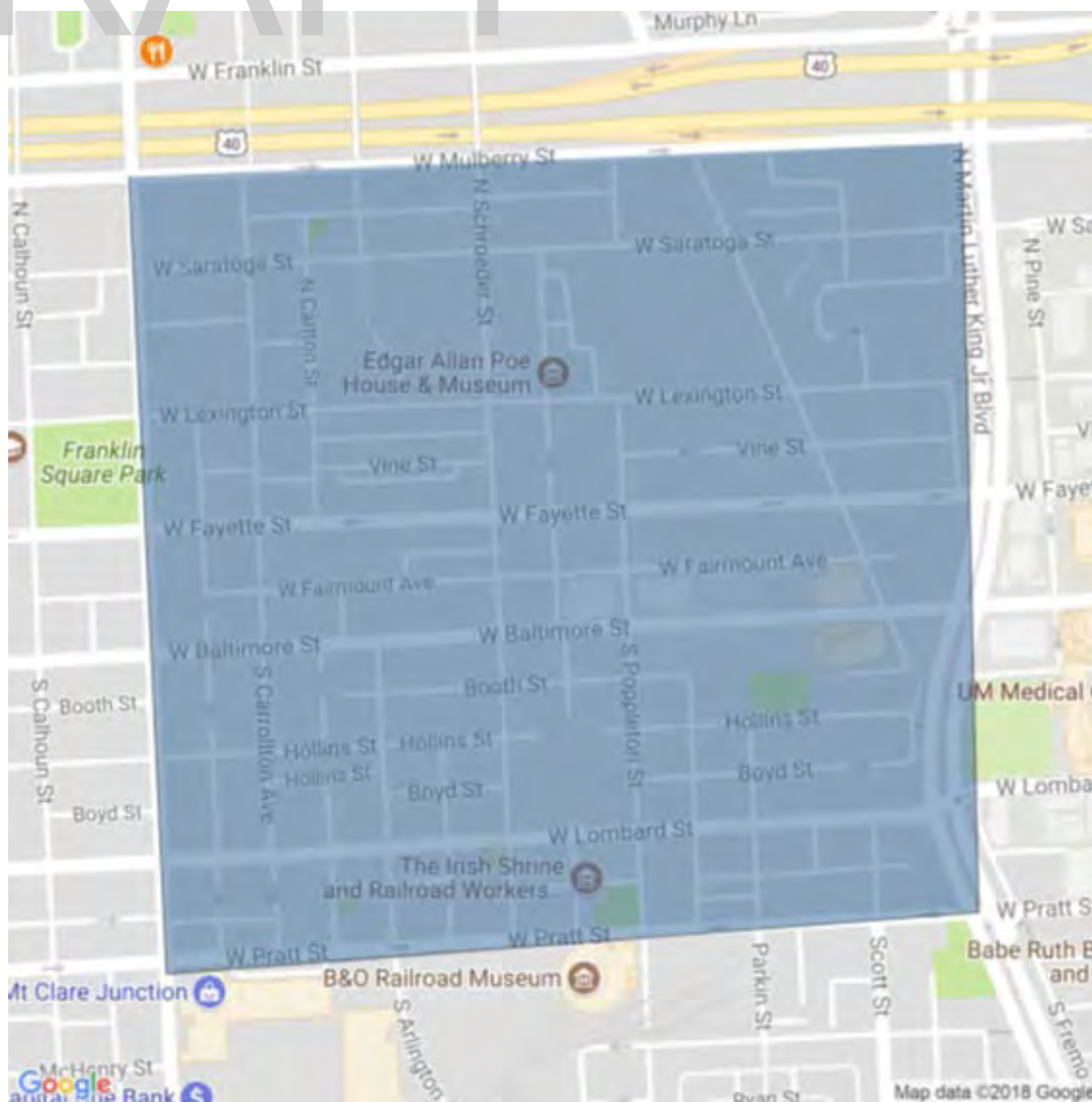
## **I. Choice Neighborhoods Program Overview**

HABC was awarded a Choice Neighborhoods Planning and Action Grant from the Department of Housing and Urban Development (HUD) in September 2018. The grant is intended to support the development of comprehensive neighborhood revitalization plan for the Poppleton/Hollins Market neighborhood to address three core goals:

1. **Housing:** Replace the distressed Poe Homes public housing site with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;
2. **People:** Improve outcomes of households living at Poe Homes related to employment and income, health, and children’s education; and
3. **Neighborhood:** Create the conditions necessary for public and private reinvestment in the distressed Poppleton/Hollins Market neighborhood to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families’ choices about their community.

To achieve these core goals, HABC and partners must develop and implement a comprehensive neighborhood revitalization strategy, or Transformation Plan. The Transformation Plan will become the guiding document for the revitalization of Poe Homes while simultaneously directing the transformation of the surrounding Poppleton/Hollins Market neighborhood and positive outcomes for families.

The map below shows the boundaries of the Poppleton/Hollins market neighborhood that is the target of this Choice Neighborhoods Planning and Action Grant.



## II. Action Activities Funding Opportunity Description

### A. Purpose of Action Activities

Neighborhood planning is an important first step in rebuilding community confidence and establishing a shared vision for the future. Over time, the planning process may start to lose momentum and the community, especially communities that have seen plans come and go in the past, may wonder when all this planning is going to turn into results. For this reason, physical improvements and investment actions, even modest ones, help communities build momentum for change and transition from planning to implementation of that plan. These

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actions improve neighborhood confidence, sustain the community's energy, attract further engagement, and help convince skeptical stakeholders that positive change is possible.

### **B. How Action Activities Funds Can Be Used**

Action Activities funds **must be used for physical improvements** in the Poppleton/ Hollins Market neighborhood, specifically community development or economic development projects that enhance and accelerate the transformation of the neighborhood. Action Activity funds are flexible funds that must be responsive to the neighborhoods' needs and build upon the Transformation Plan. These funds should be used for innovative solutions to neighborhood challenges and must be used for projects that can be completed by March 4, 2022. Ideally, Action Activities will also build community capacity and social cohesion through the way in which the projects are designed, led, and implemented.

Action Activities funds **cannot** be used for:

- non-physical uses, such as supportive services, administrative costs (e.g., staffing, meeting space), and marketing;
- basic infrastructure or as a substitute for basic municipal services;
- housing development activities (including the public or HUD-assisted housing targeted in this application), such as acquisition, relocation, demolition and remediation, rehabilitation, or construction; or
- the planning and proposal process for Action Activities.

### **C. Types of Action Activities**

Action Activities funds can only be used for the following activity types:

- Reclaiming and recycling vacant property<sup>1\*</sup> into community gardens, pocket parks, farmers markets, or land banking (with maintenance);
- Beautification, placemaking, and community arts projects, such as creative signage to enhance neighborhood branding, murals and sculptures, specialty streetscaping, or garden tool loan programs;
- Homeowner<sup>2</sup> and business façade improvement programs;

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<sup>1</sup> If vacant or other land is acquired with Action Activities funding and that land is eventually repurposed for housing, the property must carry a 20-year affordability restriction of up to 120% of Area Median Income (AMI). In addition, because Action Activities are meant to have a lasting impact, HUD typically does not approve Action Activities that use land on an interim basis, unless it is for the purposes of reclaiming and recycling vacant land.

<sup>2</sup> Homeowner façade improvement programs may only address the exterior (or façade) of homes. Any interior improvements carry a 20-year affordability restriction of up to 120% of Area Median Income (AMI).

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- Neighborhood broadband/Wi-Fi infrastructure and installation (internet service must be paid for by non-Choice Neighborhoods funds);
  - Fresh food initiatives, such as farmers markets and mobile fresh food vendors; and
  - Gap financing for economic development projects that are ready for implementation and have secured all the necessary financing except a modest "gap".

Proposers may submit an innovative use not listed here if it is consistent with one of the community priorities identified during the planning process. However, ultimately, HUD has the discretion to consider whether that use is allowable.

All Action Activities approved by HUD will be subject to a mandatory Environmental Review before CN funds can be expended (See Attachment 1: Choice Neighborhoods Environmental FAQ).

### **III. Submission Instructions**

Action Activity proposals may be submitted by any individual, organization, business or stakeholder for a physical improvement in the Poppleton/Hollins Market neighborhoods. Any party interested in being considered for award must submit a proposal in accordance with the instructions below.

#### **A. Submission Deadline**

HABC must receive the Responder's proposal by Wednesday, January 15, 2019. Proposals which for any reason are not delivered by the deadline will not be considered.

#### **B. Method of Submission**

A written proposal, including all required information per the instructions below, must be submitted via email to:

Brian Greenan  
Transform Poe Project Manager  
Housing Authority of Baltimore City  
[Brian.Greenan@habc.org](mailto:Brian.Greenan@habc.org)

All submittals must reference "Transform Poe-Action Activities Proposal" in the subject line.

#### **C. Questions**

Any requests for interpretations or questions concerning this RFP must be submitted via email to [Brian.Greenan@habc.org](mailto:Brian.Greenan@habc.org) by December 31, 2019. Email inquiries must reference "Transform Poe- Action Activities RFP Questions" in the subject line. Written responses to

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all inquiries will be posted on the Transform Poe website at <https://www.habc.org/habc-information/programs-departments/planning-development/transform-poe/> no later than Monday, January 6, 2020.

#### IV. Submission Requirements

All proposals must include the following:

- Contact Information including name, organization (if any), address, phone and/or email.
- Description of the proposed Action Activity and supporting documentation, as appropriate
- Description of the location of the proposed Action Activity. NOTE: The activity must be in either the greater Poppleton or Hollins Market neighborhoods.
- Description of how the proposed Action Activity addresses at least one of the following community priorities:
  - ☐ Improve safety and security
  - ☐ Increase economic opportunity
  - ☐ Provide new recreational facility or interactive open space
  - ☐ Provide neighborhood conveniences and commercial amenities
  - ☐ Reclaim vacant or blighted property
  - ☐ Be a Fresh Food initiative
- Description of how the proposed Action Activity leverages other activities/investments in the community
- Description of how the proposed Action Activity involves residents and/or builds community capacity
- Identification of the lead implementation entity and any other key partners who will assist with implementation
- Schedule and/or description of how the proposed Action Activity can be completed by March 4, 2022
- Requested amount of CN funding
- Sources and Uses budget for the entire project including anticipated leverage from other sources



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The *Action Activity Submission Form* in Attachment 2 may be used for the submission. However, the form is not required so long as the submission conforms to this format and includes all the information as outlined in the *Action Activity Submission Form*.

There is no page limit. Proposers are welcome to attach any relevant designs, maps, photos, testimonials, etc. to support their application.

Please note that if a proposal is selected for submission to HUD, additional information may be required to fully address HUD requirements. See Attachment 3: *Action Activities Requirements and Process: FY17 Planning and Action Grantees* for description of the HUD submission and review process.

## V. Evaluation and Selection Process

HABC will use the following procedure to evaluate all the proposals received by the deadline and select finalists.

### Phase 1- Threshold Review

HABC will first review all applications to be sure they meet the HUD requirements for funding. Proposed Action Activities **MUST** be:

- Physical in nature (can see and touch it)
- Able to be completed within one year
- Located in Poppleton/Hollins Market (see map in Section I of this RFP)
- Address at least one of the community's priorities (see Section IV of this RFP)

Proposed Action Activities may **NOT** be:

- A supportive service or program
- Temporary in nature
- A substitute for basic municipal services
- Housing development activities, including at the Poe Homes public housing site

*Applications that do not meet these threshold requirements will be eliminated from further consideration.*

### Phase 2- Preliminary Community Review and Ranking

Applications that meet Threshold (See Phase 1 above) will be reviewed and ranked by representatives of the four neighborhood organizations (Poe Homes Tenant Council, Townes on the Terraces Tenant Council, Poppleton NOW and Hollins Roundhouse Neighborhood Association) based upon the Phase 2 evaluation criteria below. Each Neighborhood Association will individually rate and rank each proposal and submit these

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rankings to HABC. HABC will combine the rankings from each association to create a single weighted ranking. Top scoring proposals from Phase 2 will be selected for further evaluation in Phase 3.

### **Phase 3- Technical Review**

HABC, with assistance from EJP Consulting Group, will review the highest ranked proposals from Phase 2 to ensure they meet HUD eligibility criteria and complete a secondary ranking based upon the Phase 3 evaluation criteria. Top scoring proposals from Phase 3 (not to exceed \$1,235,000 in total funding) will be notified and further refined, as needed, for HUD review.

### **Phase 4 – Refinement and HUD Submission**

HABC/EJP will work with the top-ranked proposers from Phase 3 to more fully develop each Action Activity for formal submittal to HUD no later than June 4, 2020<sup>3</sup> (See Attachment 3: *Action Activities Requirements Process: FY17 Planning and Action* Grantees for more information about submittal requirements). The Steering Committee will review and approve the final project list to be included in the Action Activities proposal for HUD review.

### **Phase 5 - HUD Panel Review and Approval**

A proposal is not considered final until official HUD approval. HABC/EJP will work with selected teams to address HUD questions or request for supplemental information. If any proposed Action Activity is rejected by HUD, HABC may elect to advance the next highest ranked project for HUD consideration or increase funding to a HUD-approved activity until all Action Activities funding has been utilized<sup>4</sup>.

### **Phase 6 – Implementation/Project Completion**

Upon HUD's written approval of the activity, HABC will execute a grant agreement with the responsible entity. The project must be completed within the allotted time or HABC reserves the right to cancel that award. The project must also comply with HUD's environmental review requirements. A monthly progress report will be required for all HUD-approved action activities.

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<sup>3</sup> This is the latest date for submission to HUD.

<sup>4</sup> All CN funds are subject to recapture by the US Treasury if not expended by the CN Grant Agreement deadline on March 4, 2022.

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### Estimated Timetable:

HABC issues Request for Proposals	November 26, 2019
Deadline to submit questions to HABC	December 31, 2019
HABC to post responses to questions received on the Transform Poe website at <a href="https://www.habc.org/habc-information/programs-departments/planning-development/transform-poe/">https://www.habc.org/habc-information/programs-departments/planning-development/transform-poe/</a>	January 6, 2020
Deadline to submit proposals to HABC	January 15, 2020
Completion of Phase 1- Threshold Review	January 22, 2020
Completion of Phase 2- Preliminary Community Review and Ranking	February 28, 2020
Completion of Phase 3- Technical Review	March 20, 2020
Completion of Phase 4- Refinement and HUD Submission	June 4, 2020 <sup>5</sup>
Completion of Phase 5- HUD Review and Approval	September 2020
Completion of Phase 6- Implementation/Project Complete	March 4, 2022

## VI. Evaluation Criteria

Funding awards will ultimately be at the discretion of HUD. However, the following Evaluation Criteria will be used to rank proposals to determine which Action Activities will be included in the submission to HUD due by June 4, 2020.

### Phase 2: Preliminary Community Review and Ranking (Neighborhood Associations) to determine proposals for further evaluation in Phase 3

Rating Factors	Points
Addresses a community priority <i>More points for activities that address multiple priorities in the community</i>	30
Leverages other funding/activities/investments in the community <i>More points for activities that build on or support other planned or on-going investments or that have other funding and program support</i>	25
Located in strategic place <i>More points for activities that are located on a prominent corner, near Poe Homes, near other neighborhood improvements, etc.</i>	15
Seems feasible to implement in allotted timeframe <i>More points for activities that have more detail on how they will be implemented and capacity of identified implementation partners ; more points awarded for 'shovel ready' projects</i>	15
Builds Community <i>More points for activities that involve residents, build community capacity and/or increases social cohesion through the way in which they are designed, led and/or implemented</i>	15
<b>Total Points</b>	<b>100</b>

<sup>5</sup> Mandatory HUD deadline.

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Only top scoring ideas from Phase 2 will be selected for further evaluation and refinement in Phase 3.

Small/Micro Project Set Aside: At the request of the Steering Committee, HABC has set-aside up to \$100,000 of Action Activities funding for small and micro projects that do not request more than \$15,000 in Choice Neighborhoods funding. However, small projects are subject to the same evaluation criteria and must receive a score of at least 75 points in order to be eligible for this set-aside.

### Phase 3: Technical Review (HABC)

*to determine activities to be submitted to HUD for funding*

Rating Factors	Points
Ability to meaningfully address a community priority <i>More points for activities that address multiple needs in the community</i>	30
Leverages other activities/investments in the community <i>More points for activities that build on or support other planned or on-going investments</i>	20
Sustainability/Maintenance <i>More points for activities that have a clear plan for on-going program support and/or maintenance. If not applicable, then full points will be awarded.</i>	20
Likelihood of Success <i>More points for activities that can be completed within the required HUD timeframe including approvals, receipt of additional funding (if needed) and construction completion</i>	15
Effective use of HUD funds <i>More points for activities that leverage other funds and maximize the impact of HUD dollars</i>	15
<b>Total Points</b>	<b>100</b>

Only top scoring projects from Phase 3 will be selected for submission to HUD. Note that selection through this process does not guarantee HUD approval and funding. Additional information will likely be required for the HUD submission. Proposers are expected to work with HABC to provide this additional information in a timely manner to ensure submittal by the June 4, 2020 deadline. Failure to do so will result in elimination from further consideration. Furthermore, HUD may require supplemental information and proposers will be required to provide such in a timely manner or be removed from further consideration.

**Attachment 1:**  
**Choice Neighborhoods Environmental FAQ**



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## **Choice Neighborhoods Environmental Frequently Asked Questions**

As required by the Choice Neighborhoods (CN) NOFA and Grant Agreement, all CN grantees must comply with the environmental requirements at either 24 CFR part 50 (Part 50) or 24 CFR part 58 (Part 58), depending upon the specifics of the grant and the proposed project activities. The following FAQs are provided to assist grantees in satisfying the environmental review requirements. Additional environmental review guidance specific to Public Housing Authorities (PHAs) can be found in [Notice PIH 2016-22](#).

### **1) What is an environmental review?**

The National Environmental Policy Act (NEPA) and related laws and authorities require federal agencies to integrate environmental analysis into their decision-making processes by considering the environmental impacts of their proposed actions and reasonable alternatives to those actions. Part 50 provides regulations which must be followed by HUD to implement the policies of NEPA and other environmental requirements. Part 58 contains similar substantive environmental review requirements but for Responsible Entities (RE), including Tribal, City, State, or local governments, which assume HUD environmental responsibilities for a particular Choice Neighborhoods project or activity. HUD environmental reviews completed pursuant to both Part 50 and Part 58 should be completed online via the [HUD Environmental Review Online System \(HEROS\)](#).

### **2) Who should CN Grantees contact prior to commencing the environment review process?**

Upon notification of grant award, grantees must contact their HUD Team Coordinator, who will provide the name of the HUD Environmental Officer at the appropriate HUD field office. The Environmental Officer, who is part of the HUD Office of Environment and Energy, will provide technical assistance to the grantee to help move through the environmental review process. The Environmental Officer may attend the initial CN site visit and participate in monthly calls, if available. Grantees may also contact their Environmental Officer for assistance with obtaining access to HEROS. Contact information for HUD environmental staff can be found [here](#).

### **3) May CN Funds be expended prior to completion of the environmental review?**

Prior to completion of the environmental review process, neither the grantee nor any of its partners may commit or expend any HUD funds or non-HUD funds on any CN activity that would have an adverse environmental impact or limit the choice of reasonable alternatives, except for activities that are excluded from environmental review under Part 50 or Part 58 and not subject to related laws and authorities. These activities are listed at 24 CFR 50.19, 58.34, and 58.35(b).

### **4) Who prepares the environmental review for Choice Neighborhoods Projects?**

For CN projects, either the environmental review is done directly by HUD program staff at the HUD field office (pursuant to Part 50) or HUD's environmental review authority is assumed by an RE which prepares the environmental review (pursuant to part 58). Whether the review is done under Part 50 or 58 depends upon the recipient of the CN assistance and any additional funding sources. The



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following general guidance applies. However, Grantees should consult with their Environmental Officer prior to proceeding.

- A) PHA Public Housing Development: If a PHA is the grantee and is developing public housing, the grantee must follow Part 58, which provides that the environmental review will be conducted by an RE, which in most cases is the City. Only if the RE refuses to perform the environmental review would HUD conduct the environmental review itself, pursuant to Part 50. Under Part 50, HUD staff in the Office of Public and Indian Housing (PIH) at the applicable field office would perform the review.
- B) PHA development and Project Based Vouchers (PBVs): If a PHA is developing housing that includes CN funds and PBVs (a component of the Section 8 Voucher Program, overseen by the PIH Office), both funding sources should be covered by one Part 58 review prepared by the RE.
- C) PHA development and HUD Community Planning and Development (CPD) funding: If a PHA is developing housing that includes CN funds and CPD funds, such as CDBG and/or HOME funds, both funding sources should be covered by one Part 58 review prepared by the RE.

The RE may then complete one Notice of Intent to Request Release of Funds (NOI/RROF) or NOI/RROF/Finding of No Significant Impact (FONSI). However, there must be two separate RROF certifications completed in HEROS. One RROF and certification must cover all PIH funding sources and be signed and submitted to the RE by the PHA. The second RROF and certification should be submitted by the RE for all other funding sources that are subject to Part 58 and do not require the signature of the PHA. The RE should upload these certifications to the RROF screen in HEROS. Environmental reviews that require multiple RROF certifications require early communication and planning to ensure all certifications are obtained in a timely way.

- D) Development involving HUD Multifamily Housing Programs: If a CN project includes development under a HUD Multifamily Housing Program, such as Section 8 Project Based Rental Assistance (PBRA, also referred to as “Multifamily Section 8,” overseen by the Office of Housing) or FHA mortgage insurance that does not have Part 58 authority, Choice recommends that the environmental review for the full scope of the target housing project be prepared by HUD Multifamily staff pursuant to Part 50. This includes projects that include both Multifamily Housing and Public Housing on the target housing site only. The CN grantee should contact the HUD Multifamily office at the appropriate Field Office to coordinate the Part 50 review.

A Multifamily Part 50 environmental review that covers CN funds must be signed by the appropriate Approving Official for both the Multifamily and PIH programs. After the Multifamily Approving Official certifies the review in HEROS they must assign the environmental review to the appropriate Approving Official for PIH<sup>1</sup>. The PIH Approving Official will then also certify the review in HEROS by uploading a completed “Environmental Review Signature Page” to HEROS. A copy of this signature page is included as Appendix A. If the PIH Approving Official is not willing to sign the Part 50 environmental review, a

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<sup>1</sup> The Approving Official for PIH is generally the Public Housing Director in the applicable field office.

separate Part 58 review for the same project must be prepared by the RE. Environmental reviews that require multiple certifications require early communication and planning to ensure all certifications are obtained in a timely way.

- E) Rental Assistance Demonstration (RAD) Conversion: If a CN housing project is also converting under RAD, the environmental review procedures will depend on whether the project is converting to PBRA or PBVs, and whether the project involves an application for FHA insurance.
- 1. RAD Transactions converting to PBRA without FHA insurance will be reviewed under Part 50 by HUD Transaction Managers in the Office of Recapitalization.
  - 2. RAD Transactions converting to PBV without FHA insurance will be reviewed under Part 58 by the RE.
  - 3. RAD Transactions with FHA Insurance will generally be reviewed under Part 50<sup>2</sup> by HUD staff in the office of FHA Multifamily Production, whether converting to PBRA or PBV. If the transaction is converting to PBV, the review must be signed by the PIH Approving Official at the HUD local field office in addition to the FHA Approving Official.

In all cases, the grantee will provide HUD or the RE with information necessary to complete the environmental review. Environmental reviews for projects that include multiple forms of HUD assistance require early communication and planning to ensure the environmental review covers all appropriate activities and all signatures are obtained in a timely way. RAD environmental reviews completed under part 50 will cover the housing activities at the target housing site only, and off-site activities will require a separate environmental review (see question 5).

If a CN housing project includes an FHA-assisted or PBRA RAD conversion and other sources of HUD CPD funds such as CDBG or HOME, the environmental review can be completed by HUD staff in the Office of Recapitalization pursuant to Part 50.<sup>3</sup> The environmental review will cover the full scope of the project within the target housing development only. A RAD Part 50 environmental review that covers CDBG and/or HOME funds must be signed by both the appropriate RAD Approving Official and the CPD Approving Official via a RAD signature in HEROS and an uploaded CPD “Environmental Review Signature Page” (located in Appendix A). If the CPD Approving Official is not willing to sign the Part 50 environmental review, a separate Part 58 review for the same project must be prepared by the RE. Environmental reviews that require multiple certifications require early communication and planning to ensure all certifications are obtained in a timely way.

The table below shows which review protocol a transaction will follow, along with who will conduct the review. The environmental review will cover the full scope of the project within the housing development.

<sup>2</sup> Most RAD transactions are reviewed under Part 50, however RAD transactions that are PBV Non-FHA or PBV FHA Risk-Share are completed by the RE under Part 58. See the chart in section E for more information.

<sup>3</sup> Most RAD transactions are reviewed under Part 50, however RAD transactions that are PBV Non-FHA or PBV FHA Risk-Share are completed by the RE under Part 58. See the chart in section E for more information.

Description	Type of Environmental Review	Reviewer
PBRA Non-FHA	Part 50	RAD Transaction Manager
PBRA FHA Non-Risk Share <sup>4</sup>	Part 50	FHA Production
PBRA FHA Risk-Share	Part 50	Transaction Manager
PBV FHA Non-Risk Share	Part 50	FHA Production
PBV Non-FHA	Part 58	Responsible Entity
PBV FHA Risk-Share	Part 58	State Housing Finance Agency or Responsible Entity, as applicable

### 5) What is the appropriate scope of work for a CN environmental review?

Generally, at the time a Federal grant is applied for, the entire project becomes “federalized” and no HUD or non-HUD funds may be committed or spent on any physical action included in the grant until the environmental review is complete. However, CN projects often have multiple activities which occur over the life of the grant, which may or may not be specifically identified when the grant is awarded. Therefore, it may not be possible to perform one environmental review that addresses all aspects of the CN project at the time of grant award. In the following cases, separate environmental reviews may be prepared.

- A) Housing Activities: When a CN project includes development of housing both on and off-site, all housing, particularly the off-site housing, may not be clearly identified at grant award. However, it is imperative that the on-site housing development begin right away due to CN and other financial requirements. Therefore, a separate environmental review for the on and off-site housing components may be done. Note that in this case, no CN funds may be committed or expended for the off-site housing until the off-site housing environmental review process is complete.
- B) Critical Community Improvements: Most CN projects include the expenditure of CN funds for “Critical Community Improvements” (CCI), which can include a wide variety of activities throughout the CN target neighborhood. While broadly addressed in the CN application, there is still a large degree of uncertainty about CCI activities at the time of grant award. These activities are usually not finalized until the grantee has prepared a CCI Plan, submitted it to HUD, and received approval of the Plan by the CCI Panel. In addition, HUD approval of individual activities identified in the CCI Plan may have contingencies which must be satisfied prior to release of CN funds for the specific activity. This process can take many months. For this reason, CCI activities are unique among HUD activities and may be addressed in separate environmental reviews which must be completed prior to HUD’s written approval of the CCI activity and HUD release of CN funds. Note that the grantee, and other project partners, are

<sup>4</sup> Section 542(c) enables HUD and State and local housing finance agencies (HFAs) to provide new risk-sharing arrangements to help those agencies provide more insurance and credit for multifamily loans known as the FHA Risk Sharing Program.

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prohibited from committing or expending HUD or non-HUD funds on any choice-limiting CCI activity (including acquisition, leasing, disposition, or any physical activity) until the environmental review is complete. The environmental review will be prepared by the RE pursuant to Part 58.

## **6) What is the appropriate scope of work for CCI projects that involve activities at multiple locations/addresses?**

If a CCI activity involves identified activities at multiple *known* locations (e.g. storefront renovations at multiple identified addresses), the environmental review should capture the full scope of the project at all locations. Project activities should be aggregated in one environmental review according to regulations at 24 CFR 58.32, which say that an RE must group together and evaluate as a single project all individual activities which are related either on a geographical or functional basis, or both, or are logical parts of a composite of proposed actions. Grantees may contact their HUD Environmental Officer for technical assistance with project aggregation.

If a CCI activity involves activities at multiple locations that are not yet identified (e.g. a home repair program within a city or district), the environmental review should be completed as a tiered review. A tiered review consists of two stages: a broad-level review and subsequent site-specific reviews. The broad-level review should identify and evaluate the environmental issues that can be fully addressed and resolved, notwithstanding possible limited knowledge of the project. As individual sites are selected for review, the site-specific reviews evaluate the remaining issues based on the policies established in the broad-level review. Funds cannot be spent or committed on a specific site or activity until both the broad-level and site-specific reviews have been completed for the site. Additional guidance on tiered reviews can be found [here](#). Tiered reviews can be completed in HEROS using the Tiered Review Dashboard.

## **7) How do CN grantees determine the appropriate level of environmental review?**

The RE determines the level of review required based on the specific project activities. Under Part 58 there are four levels of review: A) Exempt/Categorically Excluded from NEPA, Not Subject to the Related Laws and Authorities at 58.5 (CENST); B) Categorically Excluded from NEPA, Subject to the Related Laws and Authorities at 58.5 (CEST); C) Environmental Assessment (EA); and D) Environmental Impact Statement (EIS).

- A) Exempt/CENST: Exempt activities are listed at 24 CFR 58.34 and are largely actions that do not have a physical component, such as planning activities or services associated with the CN People Strategy. CENST activities are listed at 24 CFR 58.35(b) and are similar to exempt activities and will not have physical impacts on the environment (e.g. tenant-based rental assistance, operating costs, and maintenance<sup>5</sup>). HUD has made a programmatic determination under Part 50 that maintenance, administrative, and management activities for PIH projects listed in Notice PIH 2016-22 are not subject to further environmental review.

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<sup>5</sup> It is important to recognize the difference between maintenance activities and rehabilitation activities to determine the appropriate level of review. For guidance on categorizing an activity as maintenance, see [Notice CPD 16-02](#).

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- B) CEST: CEST activities are listed at 24 CFR 58.35(a) and will usually have physical impacts. They include acquisition, leasing, or disposition of vacant land or existing buildings with no change in land use; rehabilitation, repair, and improvement of buildings as described in 58.35(a)(3)(i)-(iii); and individual actions on single family or scattered sites.
  - C) EA: Per 24 CFR 58.36, an EA must be prepared if a project cannot be categorized as exempt or categorically excluded (e.g. demolition<sup>6</sup> and new construction). In addition to the laws and authorities at 58.5 and 58.6, EAs must consider an array of additional potential impacts called EA factors.
  - D) EIS: Per 24 CFR 58.37, an EIS is required when an EA concludes in a Finding of Significant Impact, the complexity of the project exceeds the scope of an EA, extraordinary circumstance elevate the level of review, or the project involves 2,500 or more housing units or beds.

#### **8) Can Choice Neighborhoods funding be used for projects in a floodplain?**

Executive Order 11988 – Floodplain Management requires Federal activities to avoid impacts to floodplains and to avoid direct and indirect support of floodplain development. HUD’s regulations in 24 CFR Part 55 outline HUD’s procedures for complying with EO 11988. The purpose of Part 55 is not in most cases to prohibit actions in a floodplain, but to provide the method for HUD projects to comply with EO 11988 and to avoid unnecessary impacts.

Additional resources for complying with 24 CFR Part 55 can be found [here](#). Grantees may also contact their Environmental Officer for technical assistance with floodplain management.

#### **9) How can CN grantees identify if a property is historic? What are the requirements for preserving historic buildings?**

A property is considered historic if it is listed on or is eligible for listing on the National Register of Historic Places. Over 20 public housing developments are listed on the National Register, and others are eligible because they meet the Register criteria. All federally-assisted actions are subject to historic preservation requirements, known as a Section 106 review. Under Part 50, only HUD may contact the State Historic Preservation Officer (SHPO) as part of the Section 106 review process, using documentation provided by the RE. Under Part 58, only the RE may contact the SHPO. See [the HUD Exchange](#) for additional guidance on Section 106 requirements.

#### **10) Who signs the Request for Release of Funds and Certification (RROF/C) for Part 58 reviews? How long is the comment period for the notice?**

For a CEST (that does not convert to exempt), EA, or EIS-level review, the RE preparer must complete a form 7015.15 RROF/C. This can be completed online in HEROS either by uploading a signed

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<sup>6</sup> Note: Under Part 58, demolition and/or disposition activities require an environmental review for the action and for any known future reuses of the project. Future reuse is not limited to future actions by the RE, but includes any future known reuse by the RE, PHA, or future property owners.

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form 7015.15 or by completing the HEROS 7015.15 screen in the system. The 7015.15 must be certified by the chief elected official of the RE (e.g. the Mayor) or another Certifying Officer. A Certifying Officer other than the chief elected official must have been delegated the authority to certify that all environmental requirements have been completed and accept legal responsibility for compliance. Note: Certifying Officers are not required to obtain access to HEROS.

After obtaining the necessary signatures, the RE must publish or post a Notice of Intent to Request a Release of Funds (NOI-RROF) and a Notice of Finding of No Significant Impact, if necessary (EA only); this can be combined with the NOI-RROF. HEROS Environmental Review Records are posted [online](#) during the public comment period. The chart below lists the length of the comment period that must elapse before submitting the RROF to HUD. HUD will approve the release of funds by completing the Authority to Use Grant Funds (AUGF) Screen 7015.16 in HEROS after the HUD 15-day public comment period if no valid objections are received.

Type of Notice	Level of Review	Length of Comment Period
NOI-RROF	CEST, EA, and EIS	7 days when published Or 10 days when only mailing and posting
Notice of FONSI	EA only	15 days when published Or 18 days when only mailing and posting
Concurrent or combined notices	EA only	15 days when published Or 18 days when only mailing and posting



**Attachment 2:**  
**Action Activity Submission Form**



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## Action Activity Submission Form

Name: \_\_\_\_\_

Organization (if any): \_\_\_\_\_

Address (Street, City, Zip) \_\_\_\_\_

Contact Information (phone and/or e-mail) \_\_\_\_\_

Describe how your proposed Action Activity addresses at least one of the community's priorities (check all that apply):

- ☐ Improve safety and security
- ☐ Increase economic opportunity
- ☐ Provide new recreational facility or interactive open space
- ☐ Provide neighborhood conveniences and commercial amenities
- ☐ Reclaim vacant or blighted property
- ☐ Be a Fresh Food initiative

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Describe your proposed Action Activity (must be physical neighborhood improvement; supportive services are not allowed):

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**Describe the location of your Action Activity (must be in Poppleton-Hollins Market):** \_\_\_\_\_

**Describe how your proposed Action Activity leverages other activities/investments in the community:**

**Describe how your proposed Action Activity involves residents and/or builds community capacity:**

**Identify the lead implementation entity and list any other key partners who will assist with implementation:** \_\_\_\_\_

**Provide a schedule/describe how the Action Activity can be completed within one year:** \_\_\_\_\_

*Please attach any relevant designs, maps, or pages for additional narrative to respond to the above items as needed*

**Attachment 3:**  
**Action Activities Requirements Process-**  
**FY 2017 Planning and Action Grantees**



# DRAFT

## Action Activities Requirements and Process: FY17 Planning and Action Grantees

### **Purpose of Action Activities**

Neighborhood planning is an important first step in rebuilding community confidence and establishing a shared vision for the future. Over time, the planning process may start to lose momentum and the community, especially communities that have seen plans come and go in the past, may wonder when all this planning is going to turn into results. For this reason, physical improvements and investment actions, even modest ones, help communities build momentum for change and transition from planning to implementation of that plan. These actions improve neighborhood confidence, sustain the community's energy, attract further engagement, and help convince skeptical stakeholders that positive change is possible.

### **How Action Activities Funds Can Be Used**

You must use Action Activities funds for **physical** neighborhood improvements, specifically community development or economic development projects that enhance and accelerate the transformation of the neighborhood. Action Activity funds are flexible funds that must be responsive to the neighborhoods' needs and build upon the Transformation Plan. These funds should be used for innovative solutions to neighborhood challenges and must be used for projects that can be completed within the grant term. Additionally, you are strongly encouraged to use Action Activities to build community capacity and social cohesion through the way in which the projects are designed, led, and implemented.

You **cannot** use Action Activities funds for:

- non-physical uses, such as supportive services, administrative costs (e.g., staffing, meeting space), and marketing;
- basic infrastructure or as a substitute for basic municipal services;
- housing development activities (including the public or HUD-assisted housing targeted in this application), such as acquisition, relocation, demolition and remediation, rehabilitation, or construction; or
- the planning and proposal process for Action Activities.

### **Types of Action Activities**

You can only use Action Activities funds for the following activity types:

- Reclaiming and recycling vacant property\* into community gardens, pocket parks, farmers markets, or land banking (with maintenance);
- Beautification, placemaking, and community arts projects, such as creative signage to enhance neighborhood branding, murals and sculptures, specialty streetscaping, or garden tool loan programs;
- Homeowner\*\* and business façade improvement programs;
- Neighborhood broadband/Wi-Fi infrastructure and installation (internet service must be paid for by non-Choice Neighborhoods funds);
- Fresh food initiatives, such as farmers markets and mobile fresh food vendors; and
- Gap financing for economic development projects that are ready for implementation and have secured all the necessary financing except a modest "gap".

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If your planning process identifies an innovative use not listed here, HUD has the discretion to consider whether that use is allowable.

\*If vacant or other land is acquired with Action Activities funding and that land is eventually re-purposed for housing, the property must carry a 20-year affordability restriction of up to 120% of Area Median Income (AMI).

\*\*Homeowner façade improvement programs may only address the exterior (or façade) of homes. Any interior improvements carry a 20-year affordability restriction of up to 120% of Area Median Income (AMI).

### **Required Elements of Action Activities Plan Proposal**

In your proposal, you must respond to all of the elements listed below for each Action Activity. In your response to each element, you are encouraged to consider the questions listed on the *Action Activities Planning Tool*. More information may be required and you should work closely with your Team Coordinator to identify and provide additional documentation.

1) *Action Activity Description:* Provide a succinct narrative description of each Action Activity. Discuss how the activity supports the grantee's Transformation Plan and meets the Action Activities goals, such as enhancing and accelerating the transformation of the neighborhood and attracting neighborhood investment. Describe how this activity will build community capacity or social cohesion through the way in which it is designed, led, and/or implemented. Describe how the Action Activity is strategically located, aligns with other neighborhood improvements/assets, and/or aligns other Action Activities. Provide maps and, if applicable, photographs of the project and/or area to be impacted.

2) *Administration:* Discuss how the Action Activity will be administered. Identify all responsible parties and describe their roles. Include past experience implementing and/or managing similar projects. Provide an administrative budget for each activity and discuss how administrative costs will be funded. Administrative costs cannot be covered by Choice Neighborhoods Action Activity funds.

3) *Project Development Budget:* Provide a budget for each Action Activity showing all sources and uses of funds, including Choice Neighborhoods funds, leverage commitments listed in the application, and other sources that directly support proposed activities. Provide evidence of firm commitments for all leverage sources. A "firm commitment" means that the amount of the resource and its dedication to specific Choice Neighborhoods Action Activities is explicit. Endorsements or general letters of support from organizations or vendors alone are not sufficient. Commitment documents should be on official letterhead or other official documentation (e.g., city council resolution), signed by a person authorized to make the commitment, and dated. Funding commitments may be contingent upon approval and release of Choice Neighborhoods Action Activities funds for the specific Action Activity.

4) *Project Operational Budget:* If applicable, show that the operations of the project are sustainable by providing a preliminary 5 year operating budget for business related activities and describing the sources of funds for operations. Provide evidence of firm financial commitments for operations when possible.

5) *Project Schedule:* Provide a detailed schedule including all major milestones for developing and implementing each proposed Action Activity.



*6) Measurable Outcomes:* Identify the primary measurable outcome expected to result from the Action Activity, and the target goal for this metric. Possible outcomes include: increase in property value, increase in building permits, reduction in distressed properties, reduction in vacancies, increase in transit accessibility, increase in internet access, increase in permanent jobs or businesses (for economic development activities), etc. Please consult the neighborhood section of the Choice Neighborhoods Data Dictionary for potential metrics and definitions. As Action Activities are meant to spark additional projects and investment in the neighborhood, grantees will also be expected to track other (non-Action Activities) neighborhood investments. Additional investments can be tracked either through dollar amounts or narratives (e.g., 40 homes rehabilitated, a new police station constructed, etc.) in the quarterly report.

*7) Use of Program Income:* If income will be generated as a result of the Action Activity, indicate how the income will be reinvested and used for eligible activities within the development or target neighborhood. For example: if Choice Neighborhoods Action Activity funds are used to land bank lots and those lots are eventually sold to nonprofit builders, discuss how sale proceeds will be used.

*8) Program/Policy Guidelines:* If applicable, submit detailed Program and/or Policy Guidelines outlining your strategy with clear, step-by-step instructions targeting the implementation of your Action Activity.

#### **Action Activities Proposal & Approval Process**

Grantees have three and a half years from the grant award date to propose, secure approval, and complete their Action Activities. Grantees should work closely their Team Coordinator throughout their Action Activities process and development of their proposed Action Activities plan. Below is a summary of the key milestones associated with the proposal and approval process.

##### *Month 21: Grantee Provides Draft Proposal*

- Grantee provides HUD Team Coordinator with a draft proposal of Action Activities Plan, which includes preliminary descriptions of the activities to be proposed. Grantee may also, but are not required to, submit additional elements (as listed above). Grantee follows the *Action Activities Requirement and Process* guidance and uses the *Action Activities Planning Tool* to help shape their proposal.

##### *Month 22: HUD Panel with Early Feedback*

- Within a month of the submission, HUD Team Coordinator presents proposal to HUD Action Activities Panel, and provides early feedback to the grantee.

##### *Month 24: Grantee Submits Final Proposal*

- By month 24, grantee provides HUD Team Coordinator with final proposal for Action Activities Plan that includes all required elements of the Action Activities Plan Proposal (as listed above), as well as additional documentation as requested by the HUD Team Coordinator.

##### *Review and Approval*

- HUD Team Coordinator reviews submission with the HUD Team and requests clarification or documentation from the grantee, as needed.
- Grantee provides additional information as requested by the HUD Team Coordinator.

- Within 30 days of receipt of additional information, HUD Team Coordinator presents the proposal to the panel. The panel reviews the proposal and either approves, disapproves, or requests additional information.
- If the proposed Action Activities plan is not approved, the grantee must revise their proposal and resubmit within 2 weeks, unless another timeframe is established by the Action Activities panel.
- Upon completion of HUD's review and approval, HUD provides an approval letter for the overall Action Activities Plan and identifies requirements related to each specific activity before funds can be released.

#### *Release of Funds*

- Grantees should not begin implementing Action Activities that have been approved "in concept." HUD may approve Action Activities projects "in concept" and require additional information prior to HUD authorization of Choice Neighborhoods funds for expenditure. For example, a façade grant program may be approved in concept, but Choice funds may not be made available for expenditure until program guidelines have been submitted, revised, and approved. HUD reserves the right to withdraw approval "in concept" of a specific Action Activity if additional requirements are not met.
- The grantee must also complete the Environmental Review process for all Action Activities, pursuant to 24 CFR part 58. Release of funding will be contingent on Action Activities receiving Environmental Review approval. Please send evidence of approval to your Team Coordinator in the form of:
  - 1) The Request of Release of Funds Form (HUD-7015.15) signed by the responsible entity and the Authority to Use Grant Funds Form (HUD-7015.16) signed by HUD; OR
  - 2) Documentation that the activity is categorically excluded through: a) a letter by the Responsible Entity or the HUD Environmental Review Officer certifying that the Environmental Review has been completed pursuant to 24 CFR Part 58 and the activity has been determined to be categorically excluded; OR
  - 3) In the rare circumstance where the NOFA exception detailed under the "Environmental Requirements" section is met and the Environmental Review is being completed under 24 CFR Part 50 (HUD as the Responsible Entity), release of funding will be contingent on receipt of the completed HUD-4128 Environmental Assessment and Compliance Findings Form. The first page of the form must show either that the project is categorically excluded or that the project is recommended for approval.
- All Action Activities must be included in the Choice Neighborhoods Planning Grants Budget form (HUD-53236). For any changes to the Action Activities budget, a budget revision must be submitted to HUD for review and approval. Funds for specific Action Activities will be authorized for expenditure in LOCCS once all submissions have been made and approved by HUD.

#### **Other Considerations**

- Action Activities are not the same as Implementation Grant Critical Communities Improvements. Action Activities are limited to certain types of activities and are required to be completed within a much shorter time frame.
- HUD encourages the use of Action Activities funds for grants, instead of loans. However, if you are considering Action Activities that involve providing loans, please consult your HUD Team Coordinator as soon as possible to determine whether this can be accomplished within the required timeframe and what additional documentation and restrictions are required.

- Because Action Activities are meant to have a lasting impact, HUD typically does not approve Action Activities that use land on an interim basis, unless it is for the purposes of reclaiming and recycling vacant land.
- If there is a possibility that the project or site involves historic preservation, you should contact your State Historic Preservation Officer (SHPO) as early as possible.
- Environmental Reviews can take as many as 6 months or longer. HUD encourages you to work closely with your local Environmental Officer throughout the Action Activities process.

## Attachment B: Community Ranking of Proposals

Transform Poe Action Activity Plan  
Community Ranking of Proposals

Project Name	Applicant	Activity	Initial Request	Poe Review	Townes Review	Poppleton Review	Hollins Review	Average
New Greater Model Park & Pool "Splash Pad"	City of Baltimore Department of Recreation and Parks	Modernize Greater Model Public Pool into a 21st Century outdoor pool recreational facility	\$495,000	100	100	59	85	86
Residential Façade Improvement & Aging in Place Program	Southwest Partnership	Support low income homeowners do necessary upgrades to their homes.	\$500,000	25	79	97	83	71
Hollins Market Renovation	Baltimore Public Market Corp.	Hollins Market Interior/Exterior Renovation	\$700,000	25	50.25	77	90.4	60.66
Food Retail and Healthy Corner Store Iniatives	Baltimore Development Corporation	Expand the capacity of existing neighborhood amenities, increase commercial activity, and increase density and economic activity	\$500,000	100	0	65	73	59.5
Poppleton Community Center	Poppleton NOW Community Association & Southwest Partnership	Redevelopment of old Poppleton Recreation Center	\$250,000	25	0	98	94.4	54.35
Well-Lit Sidewalks for Residents	Southwest Partnership	Install pedestrian lighting on Carey St. between Mullberry St. to Pratt St.	\$314,000	100	2.81	35	77.6	53.85
The Back Yard X Expansion	The Back Yard X, LLC	Expand The Back Yard into a full dining restaurant and community event space	\$147,289	25	65	61	62.6	53.4
A Place of Our Own	My G.I.R.L.S., Inc.	Parking Lot Façade Improvements	\$30,000	25	88.25	35	63.6	52.96
Poppleton Heritage Monument	N/A	Construction of Poppleton Heritage Mounument at 119 North Poppleton Street	\$200,000	25	59.5	65	61.8	52.83
Dakari Soul Food Restaurant	Dakari Soul Food Restaurant	Secure funds to aid in building out services offerings, expand equipment, beautify the physical dwelling, and	\$250,000	25	98.75	15	68.3	51.76
Lord Baltimore Arts, Education and Entertainment Center	SoWeBo Lord Baltimore, Inc.	Revitalization of Lord Baltimore Theater	\$330,000	25	0	85	91.4	50.35
Commercial Façade Improvement Program	Southwest Partnership	Façade Improvements on buildings located at 1000-1200 blocks of West Baltimore Street	\$300,000	25	0	89	86.4	50.1

Transform Poe Action Activity Plan  
Community Ranking of Proposals

Project Name	Applicant	Activity	Initial Request	Poe Review	Townes Review	Poppleton Review	Hollins Review	Average
Acquisition Fund for West Baltimore Street	Southwest Partnership	Acquisition and disposition of properties in the 1000, 1100, and 1200 blocks of West Baltimore Street	\$200,000	25	0	90	76	47.75
St. Luke's Community Connections Project	Saint Luke's Youth Center, Inc.	Gap funding for St. Luke's Community Connections Project update commercial kitchen requirements	\$250,000	25	0	85	80	47.5
Video Surveillance Camera System	La Cite Development, LLC	Purchase & install 8 surveillance cameras at 101 and 201 North Schroeder Street	\$43,200	25	100	16	46.4	46.85
Poet's Walk	The Edgar Allan Poe House & Museum	Create half mile long pathway "Poet's Walk"	\$62,000	25	58.75	26	74.6	46.09
Poppleton Community Marketplace	Culinary Partnerships LLC	Purchase restaurant equipment, furniture, wifi, sinage & façade improvements for Poppleton Community Marketplace	\$600,000	25	100	6	52	45.75
Carriage House	Poppleton Now! Community Association	Turn the Carriage House into an Early Childhood Learning and Development Center	\$418,000	25	0	82	72.6	44.9
Artistic Crosswalks	Southwest Partnership	Artistic crosswalks at two key West Baltimore Street intersections	\$60,000	25	0	67	81.6	43.4
Children's Playground	United Way of Central Maryland	Build a playground for young children (under 5) next to Excel Academy	\$150,000	25	0	71	75.6	42.9
1015 West Baltimore Street	N/A	Create mural by a Baltimore native artist on a vacant property	\$15,000	25	0	45	75	36.25
B&O Museum Landscape	B&O Railroad Museum	Landscape Museum Backyard	\$75,000	25	0	42	59	31.5
Reclaim Vacant Property	NHT Communities	Reclaim vacant property through community gardens and other beautification activities.	\$109,000	25	0	24	73.8	30.7
Neighborhood Sign	Resident Hollins Market	Install large welcome to Hollins Market neighborhood sign	\$15,000	25	0	32	61	29.5
Community Pocket Park	Resident Hollins Market	Acquire two vacant lots at 131 & 144 S. Parkin and turn into pocket park with vegtable garden, sculpture, and/or rain garden	\$100,000	25	0	21	71	29.25
Smart Trash Cans	Resident Hollins Market	Install smart trash cans at B&O Park at S. Poppleton & Pratt	\$12,000	25	0.5	30	57	28.12



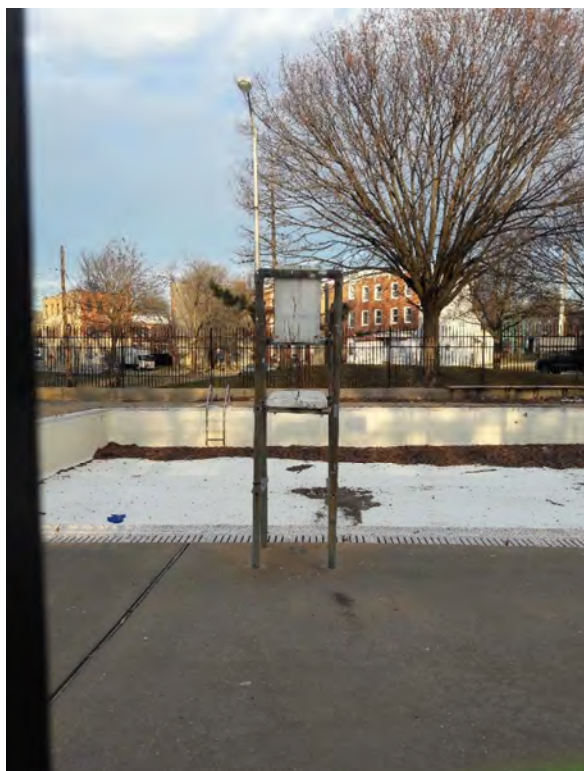
Transform Poe Action Activity Plan  
Community Ranking of Proposals

Project Name	Applicant	Activity	Initial Request	Poe Review	Townes Review	Poppleton Review	Hollins Review	Average
1211 Hollins Street Commercial Façade Grant	Hollins Street Partners	Restore and revitalize commercial storefront façade at 1211 Hollins Street	\$29,000	25	0	33	46.8	26.2
Sobeachy Haitian Food Truck for the Poppleton Biotech Community	Sobeachy Haitian Food	Upgrade truck for Haitian Fresh Food truck	\$85,000	25	16.25	0	55.2	24.11
Decorative Steel Fence	Barre Circle Community Association	Decorative fence around lot at 814 West Lombard Street	\$15,000	25	0	31	35	22.75
Poppleton/Hollins Community Dog Park	Hollins Roundhouse Neighborhood Association	Dog park at either 1000 block of Booth Street or the green space behind the B&O Museum	90000 - Rejected due to lateness of receipt	N/A	N/A	N/A	N/A	N/A

# Attachment C: Greater Model Park and Pool Splash Pad

Photographs of Existing Conditions

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## Attachment D: Residential Façade/Aging in Place Program

Southwest Partnership 2019 Annual Report Rebuilding  
Together 2018 Annual Report  
Rebuilding Together Healthy and Safe Homes  
Principles Rebuilding Together Evaluation Report



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# **SWP 2019 ANNUAL REPORT**



**BUILDING COMMUNITY  
TOGETHER**

# LETTER FROM EXECUTIVE DIRECTOR

“

*Continuing to **build** stronger schools that ensure our young people have bright future, tackling the redevelopment of some of our iconic buildings, convincing those who choose violence as their means to settle dispute into another path, ensuring that our parks and recreation centers are serving the **community**, preserving our history and building a **modern infrastructure**.*

*We look forward to a **2020 full of hope**. And that hope will be sustained by the energy and commitment of all of those who have invested, continue to invest and will invest in our vision for strong healthy neighborhoods in our slice of Baltimore.*

*I thank each and everyone of you who has provided the support and encouragement needed to sustain our work.*

”

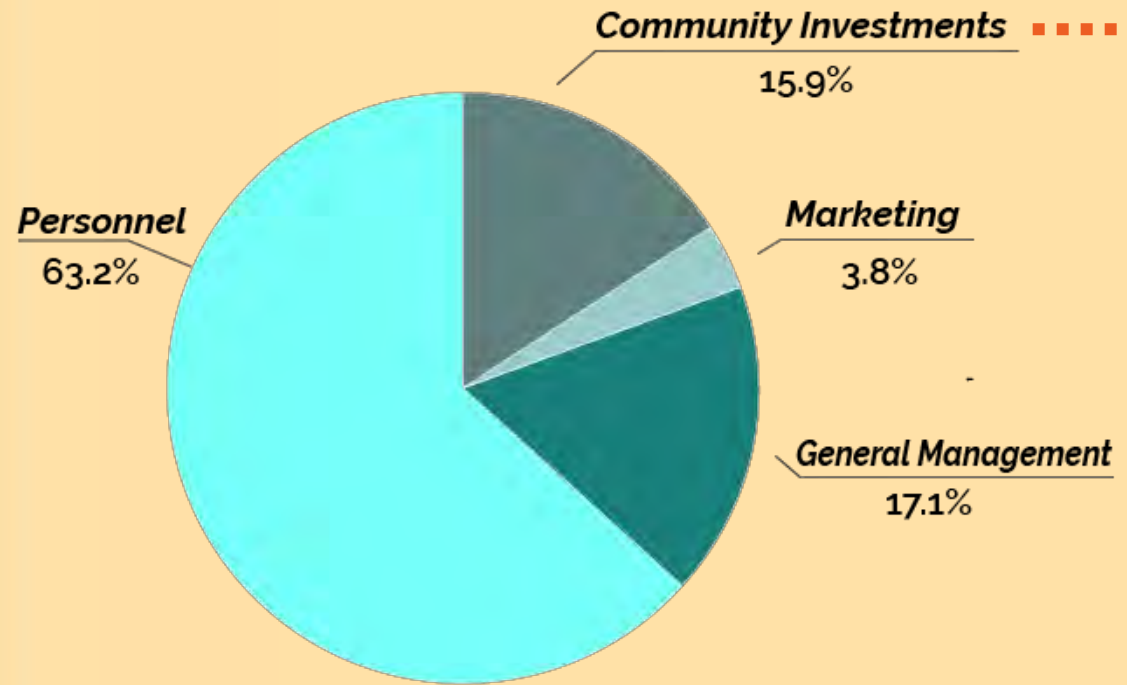
-MICHAEL SEIPP



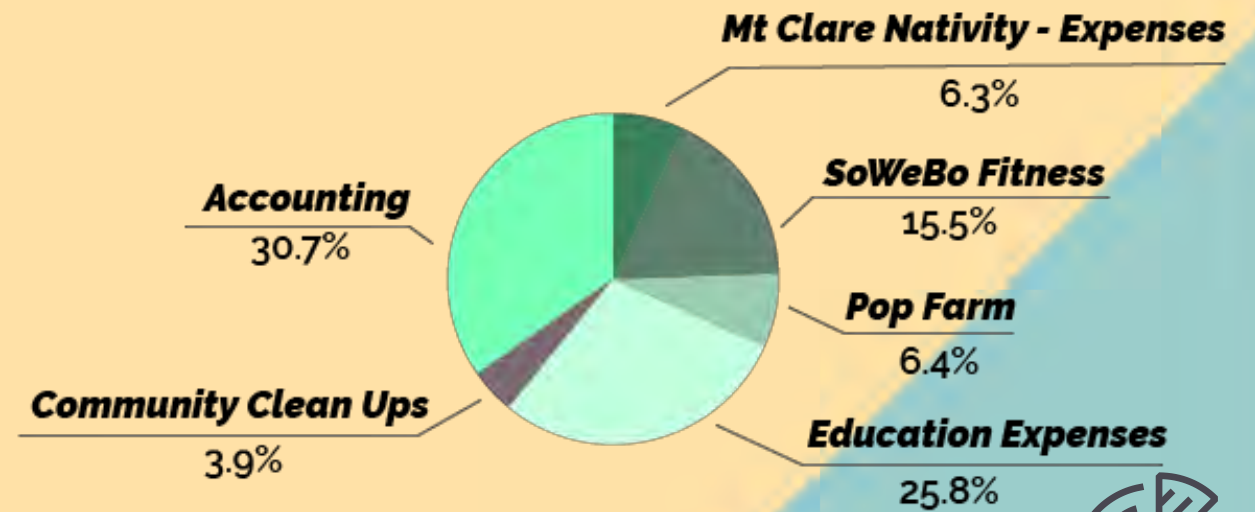
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# FINANCIAL REPORT

Total 2019 Expenses:  
\$485,764



Community investments:  
\$77,535





# COMMUNITY SCHOOL INITIATIVE

In the process of developing a partnership with the United Way of Central Maryland to develop *THE EVALUATION METRICS FOR AN AREA-WIDE COMMUNITY SCHOOL STRATEGY*

INVESTING  
IN THE  
PEOPLE





# DRAFT

## BY THE NUMBERS:

Raised for acquisition and stabilization of the Load Baltimore Theater

**\$750,000**



Awarded for the rehab of 25 properties in Mount Clare and Union Square

**\$1.3M**



**\$1.3M**



**155**



Organize leadership and residents for strategic planning of the HABC Federally Awarded grant. A two-year revitalization planning project for the Poe Homes site and surrounding neighborhoods - Poppleton, Hollins Market, Barre Circle

Clients seen be new peer recovery specialist since august

## INVESTING IN THE PEOPLE





# RAISING CAPITAL

2020

Goldseker - \$135,000  
Anchor Match - \$175,000  
Other Investments - \$719,000

\$1,029,000

2019

Goldseker - \$135,000  
Anchor Match - \$125,000  
Other Investments - \$623,991

\$883,991

2018

Goldseker - \$115,000  
Anchor Match - \$115,000  
Other Investments - \$2,115,000

\$2,345,000

2017

Goldseker - \$115,000  
Anchor Match - \$115,000  
Other Investments - \$1,173,288

\$1,403,288

2016

Goldseker - \$115,000  
Anchor Match - \$115,000  
Other Investments - \$303,564

\$533,564

2015

Goldseker - \$100,000  
Anchor Match - \$100,000  
Other Investments - \$26,910

\$226,910

2014

Goldseker - \$92,000  
Anchor Match - \$92,000

\$184,000





# HOUSING

## INVESTING IN THE PEOPLE

- ◆ **NEW 6 UNITS OF MARKET-RATE RENTALS** being rehabbed with SWP subsidy
- ◆ **70 vacant** in the Pigtown area and applied for casino impact funds to support the project
- ◆ **\$950,000 in capital funds** for neighborhood improvements in Poppleton and Hollins Market with the purpose of:
  - ◆ **RESTORING A PRIVATE REAL ESTATE MARKET**
  - ◆ **PROVIDING A PRODUCT FOR LOW TO MIDDLE-INCOME FAMILIES**



# WORKFORCE DEVELOPMENT

**ASSIST NEIGHBORHOOD RESIDENTS** with *JOB SEEKING, TRAINING, CONNECTING WITH RESOURCES, HOSTING HIRING EVENTS, & PARTNERING WITH LOCAL EMPLOYERS* to hire SWP area residents



We developed a **SCHOLARSHIP FUND SUPPORTING JOB SEEKERS** in accessing transportation, uniform, healthcare, ect.

**INVESTING  
IN THE  
PEOPLE**





# COMMUNITY SCHOOL INITIATIVE

**INVESTING  
IN THE  
PEOPLE**

SWP has been selected by Baltimore city schools to serve as the lead agency :

- ◆ **CHARLES CARROLL**
- ◆ **STEUART HILL ACADEMIC ACADEMY**
- ◆ **VIVIEN T THOMAS MEDICAL ARTS ACADEMY**



UMB's Social Work Community Outreach Service (SWCOS) partners with SWP to develop a **TRAINING PROGRAM FOR THE COMMUNITY SCHOOL & FAMILY LEAGUE OF BALTIMORE**



# COMPLETED 2019 SMALL NEIGHBORHOOD GRANT PROJECTS

---

## FIGHTING BLIGHT

- ◆ MURALS IN MOUNT CLARE
- ◆ THE GREENING OF A VACANT LOT IN FRANKLIN SQUARE
- ◆ THE EXPANSIONS FARM
- ◆ THE ROOF REPLACEMENT AT THE BLACK CHERRY PUPPET THEATER
- ◆ THE MANUFACTURE OF NEIGHBORHOOD LIGHT POLE SIGNS IN UNION SQUARE
- ◆ A NEIGHBORHOOD SIGN IN BARRE CIRCLE
- ◆ MURALS IN MOUNT CLARE
- ◆ PHASE 1 AND 2 OF KIRBY LANE PARK
- ◆ THE INSTALLATION OF OUTDOOR FLOOD LIGHTS AT JAMES MCHENRY ELEMENTARY/MIDDLE SCHOOL
- ◆ THE REPLACEMENT AND RESTORATION OF THE FOUNTAIN IN FRANKLIN SQUARE PARK





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## FACADE IMPROVEMENTS

1421 W.  
Baltimore  
Street

1420 W.  
Baltimore  
Street

1515 W.  
Baltimore  
Street

## VACANT HOUSING REVITALIZATION

Fayette  
St. 1000  
block

Pratt  
St. 1600  
block

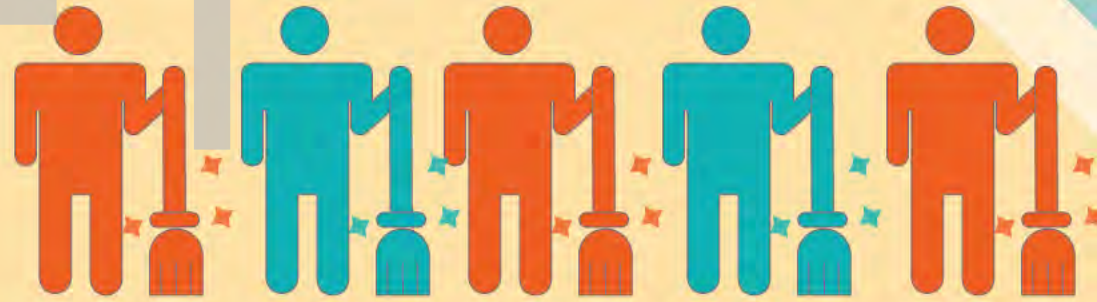
## FIGHTING BLIGHT





# CLEAN BLOCK COMPETITION

## FIGHTING BLIGHT



### 5 WEEK LONG CLEANING COMPETITION

where Participants were judged on the cleanliness, beauty, and engagement of their block.

**13 Blocks  
&  
250 residents**  
participated in keeping  
their blocks clean



Blocks reported an increase in **FLOWERS  
& ART** on the front of individual houses.



# DRAFT

## VIBRANT STREETS

## FIGHTING BLIGHT



**THE VIBRANT STREETS  
COMMITTEE** will continue to formalize its **Small  
Neighborhood Grants &  
Clean Up Southwest  
Programs**

We are **working with other CDC's** to develop  
a program for **TECHNICAL ASSISTANCE &  
INSPIRATION FOR POTENTIAL GRANTEES**





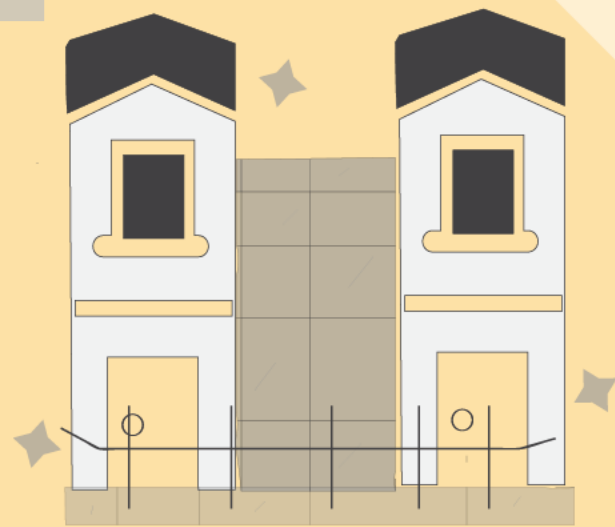
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ALLEY GATING

FIGHTING  
BLIGHT



SWP Public Safety  
Committee recieved  
**\$100,00** to continue  
our *Alley Gating Pro-  
gram*



The Alley Gating Program allows *RESIDENTS,*  
*AND CITY AGENCIES* have **ACCESS AND CON-  
TROL OF THEIR PROPERTY**

**9 MORE GATES**

have been

approved and frabricated by the city.



# 2019 NEIGHBORHOOD EVENTS

## CELEBRATING COMMUNITY CULTURE

◆ Annual Gala-Southwest Jubilee

◆ Pigtown Festival

◆ SOWEBO Fest

◆ Neighborhood Based Sounds in  
The Park

◆ Third Annual Southwest palooza

◆ LUV'SART PORJECT & REDBULL  
AMAPHIKO COMMUNITY

◆ Mahogany Inc.'s second Annual

◆ Neighborhood Lights

◆ Light City

◆ Summer Series of Communi-  
ty-wide movie night

◆ Back to school drive

◆ Southwest Sports and Fitness Alli-  
ance's annual SOWEBO landmark 5K



# DRAFT

## CELEBRATING COMMUNITY CULTURE



**\$24,000 was raised in funding from the Baltimore National Heritage Area and Preservation Maryland**

**\$40,000 in funding from the state of Maryland**

### Malachi Mills House



**One of the last wood framed houses in west Baltimore begun stabilization**

### Outcomes:

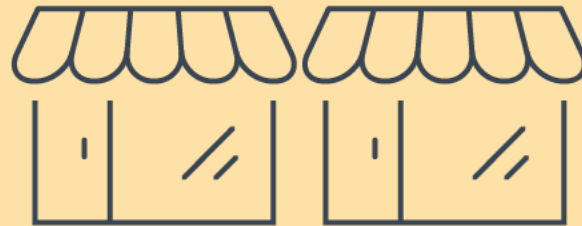
**Received a \$100,000 towards the project**



# INTERNATIONAL VILLAGE

CELEBRATING  
COMMUNITY  
CULTURE

International Village is a **STREET LEVEL MALL** with **SERVICES, RETAIL, & RESTAURANTS SERVING** the growing multi-ethnic enclaves in the SWP area



Properties on the **1600 block of W. Baltimore St.** were sold to developers to rehab and **CONVERT INTO OFFICES FOR THEIR DEVELOPMENT COMPANY**, with **first floor retail** available for **community or retail use**





# HISTORIC WALKING TOURS

CELEBRATING  
COMMUNITY  
CULTURE

the SWP continued to give Historic Walking Tours to a range of community groups and visitors.



**10 WALKING TOURS** were hosted in 2019



## ORAL HISTORY

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## CELEBRATING COMMUNITY CULTURE

Our continued partnership with UMBC builds upon our **capacity to explore the unique histories** of our distinct neighborhoods.

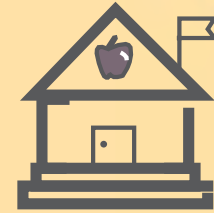
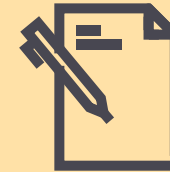
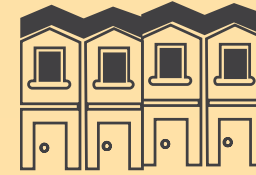
SWP hosted a *Walk Down W. Baltimore St. & worked with the UMBC students* to develop a **VIDEO SHARING STORIES**,  
**STRENGTHENING RELATIONSHIPS WITH PROERTY AND BUSINESS**  
**owners**



# THANK YOU TO OUR PARTNERS

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- PARTNERSHIP PLEDGES
- GOLDSEKER
- BRNI
- CENSUS
- ABELL FOUNDATION – LORD BALTIMORE
- Mt CLARE FUND – NATIVITY
- SoWeBo ALLIANCE
- RESTRICTED
- FUNDRAISING
- BGE COMMUNITY CLEAN-UPS
- UMB RESTRICTED FUNDS
- POP FARM
- LION'S BROTHERS
- CARRY OVER



# DRAFT



Rebuilding  
Together®

# 2018 in Review





# DRAFT



Repairing homes,  
revitalizing communities,  
rebuilding lives.



AFFILIATE STORY  
SARATOGA  
COUNTY

06

[RE]BUILDER STORY  
FRANK LIFF

10

AFFILIATE STORY  
MOUNTAIN  
COMMUNITIES

12

WHO  
ARE WE?

14

THE NEED

16

PARTNER  
WITH US

17

OUR IMPACT



18

2018  
HIGHLIGHTS

20

OUR BOARD  
AND STAFF

22

OUR  
SUPPORTERS

26

2018  
FINANCIALS

28

BECOME A  
[RE]BUILDER

30





# Dear [Re]Builders,

In 2018 we celebrated an exciting milestone – 30 years repairing homes, revitalizing communities and rebuilding lives!

As a network, Rebuilding Together renovated 200,000 homes and community spaces, coordinating over four million volunteers in over 250 communities so far. What started with

the simple act of neighbors helping neighbors, has grown into a transformative, nationwide movement.

Through our AmeriCorps program we released a groundbreaking evaluation of the impact our home repairs have on the quality of life of older adults we serve. Looking back at four years of repairs from six different affiliates, we determined that Rebuilding Together provides peace of mind for our older neighbors, helps them age in place, reduces risks of falls at home and has a long term

impact over time on the lives of those who need us most.

- Eight in ten service recipients shared that the home repairs made a positive difference in their lives and kept their problems from getting worse
- Nine in ten who received repairs anticipate they can safely live in their homes over the next decade and beyond
- Around two-thirds of those who received repairs report they always feel safe at home and can move around at home without difficulty



- Those on the waitlist were nearly twice as likely to fall three or more times in the course of a year, compared to neighbors who received repairs
- Service recipients are also nearly three times more likely to be able to comfortably afford to age in place, compared to homeowners on the waitlist

The information in this report reflects the accomplishments of the past year, however, the real story is not in the numbers, facts, and figures, it is in the lives of the those who have opened their front door to Rebuilding Together. Because of your continued support, neighbors, like Floyd, who we met through our Building a Healthy Neighborhood program, have improved mobility and peace of mind as they age in place. Before meeting his local affiliate, Floyd had difficulties navigating his home. The installation of a wheelchair ramp has given him safety and freedom to come and go. Siding replacement created an air and water-tight seal that lowers his utility bills. The replacement of uneven concrete steps with wooden ones and installation of grab bars in the bathrooms have increased general home safety as he ages. The overall updates to his home will allow Floyd to eventually pass his

home on to his daughter Michelle, preserving the culture of his historic New Orleans neighborhood.

We both want to express our heartfelt appreciation for your support of Rebuilding Together and the neighbors we serve. Thank you for being [Re]Builders. We have a bright future ahead of us, one where every person has a safe place to call home.



Caroline Blakely  
*President and CEO*



Kevin Rafferty  
*Board Chair*



## Repairing homes, rebuilding lives.

Rebuilding Together is a national nonprofit organization that redevelops communities and improves the safety of our neighbors in need by providing them with critical home repairs at no cost to them.



Each year, Rebuilding Together's network of local affiliates completes around 10,000 rebuild projects nationwide. Around two-thirds of these projects are completed for older adults seeking to age in place in their homes.

In 2017, we completed an evaluation of our national AmeriCorps program. We sought to determine the impact of our home repairs on older adults' quality of life immediately, over time, and as compared to a group of people in need of the repairs themselves.

Led by McMahon Consulting and Kelley Research Associates, the evaluation compared survey outcomes for homeowners that received repairs – and homeowners on the waitlist to receive repairs – across six Rebuilding Together affiliates.

This report shares key findings from this evaluation.

# DRAFT

## Saratoga County

### AFFILIATE

When people imagine a home, they'll usually picture a certain type of structure in their mind. When the place someone else lives doesn't match that concept, people can dismiss the home as undesirable or not worth preserving. They may think that it's no big deal if the home is lost. The people who work for Rebuilding Together Saratoga County know that's not true for anyone anywhere, including in its Upstate New York community.

"Our goal is to help folks remain in their home," explained Michelle Larkin, founder and executive director of Rebuilding Together Saratoga County. "Sure, there are times when we have to think, 'Is this repair going to last?' or 'Will this repair make a difference?' But we always return to the simple reality that unless we're going to help people move someplace else, wherever they're living is home."

The true meaning of home led Michelle to an inescapable conclusion: Rebuilding Together Saratoga County had to expand its programs to include mobile homes. A





# DRAFT

“Our goal is to help folks remain in their homes...unless we’re going to help people move someplace else, wherever they’re living is home.”

type of manufactured housing, mobile homes have long been stigmatized as shoddy, temporary places to live. Yet the federal government upholds manufactured housing as the largest source of unsubsidized affordable homes in the United States. In Saratoga County, mobile homes are a vital home ownership option.

According to New York State data, 24% of low-income people in Saratoga County own mobile homes, compared to 7% statewide.

“If we don’t do mobile home projects, Rebuilding Together Saratoga County would not be helping the neediest people in our community, period,” Michelle said. “Of course, not everybody who lives in a mobile home is low income. But up here in Saratoga County, when you want to preserve affordable housing, you have to do something for mobile homes.”

Rebuilding Together Saratoga County does these home repairs and so much more to help make people’s lives better. It takes on roof replacements, yard work, ramp builds and smoke detector installations. It also makes bunk beds for local children in need. It operates a used furniture store. It runs free home maintenance classes for local residents.

This multifaceted approach is neither impulsive nor frivolous. It’s entirely strategic—and highly successful. In just a few years, Rebuilding Together Saratoga County’s revenue exploded from about \$330,000 in 2014 to a projected \$2.1 million in 2019. With the help of Michaela Brown, a talented grant writer, the organization was awarded several substantial state and federal government grants. Michelle and her staff spent those grants so responsibly that



the organization received additional performance-based incentives to invest back into the community.

As Rebuilding Together Saratoga County has grown, Michelle and the board of directors have diversified the ways people can support the organization's important work. One of their newest ventures is The Store at Rebuilding Together Saratoga County, which sells gently used home furnishings and hosts furniture restoration workshops led by do-it-yourself hobbyists. After two years, The Store has gone beyond earning enough money to cover its startup and operating expenses. It also gives furniture donations to neighbors in urgent need after a crisis. Located in a downtown shopping district, the busy storefront is contributing to the revitalization of the area, helping Rebuilding Together Saratoga County become even more well known in the community.

Taking chances on new programs is part of Michelle's gutsy leadership style and the board's bold vision. Together, they're tearing down assumptions about what a local Rebuilding Together affiliate can be and what it can do. Even if it's outside the norm, they're willing to try a new program or service if they believe it can positively impact the community.

"We don't try to have all the answers before we apply for a grant or launch a project. If we did, we'd never be able to start. We're willing to take a leap, see what the results are, then decide if it's worth doing again. Even when things don't turn out the way we expected, they usually turn out pretty good."



# DRAFT

“...up here in Saratoga County, when you want to preserve affordable housing, you have to do something for mobile homes.”





# DRAFT

## Frank Iliff

### [RE]BUILDER

Frank Iliff, Rebuilding Together Muscatine County's executive director, keeps an extra shirt in his truck, but not because rebuilding homes is sweaty work. It's because the shirt he wears is often soaked with tears by the end of the day.

"The homeowners we help will hold me and hug me and cry," Frank said. "Once, I was hugged by a war veteran after our Rebuilding Together Muscatine County volunteers put a new sidewalk, kitchen sink and bathroom vanity in his home. He'd been so hardened by life, and he just stood there in my arms and cried and cried. It's that kind of thing that gives me the impetus to carry on."

Frank has done much more than just carry on. Since he founded Rebuilding Together Muscatine County in 2007, the organization—and Frank—have become fixtures in the local community. Muscatine is both a city and a county stretched along a scenic bend of the Mississippi River on the southeast edge of Iowa. Around 24,000 people live within the city's borders, and the county has about twice as many residents. Tourists tend to call Muscatine a sleepy town, all while praising its spectacular sunsets and Iowan charm.



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“My family and I have lived here for 30 years. Arriving in Muscatine was the first time I felt like I had a real home town. Though I haven’t lived here my whole life, I’m from here now. I’m a Muscatiner.”

Frank had always wanted to devote all his working hours to Rebuilding Together Muscatine County. But with his career set on a different path, he’d instead pressed ahead as its volunteer leader, fitting it into his schedule whenever possible. “Once I turned 66,” he explained, “I could get social security and make it happen.” In 2018, after decades working swing shifts at a local corporation, Frank retired from the private sector. Today, Frank is Rebuilding Together Muscatine County’s full-time executive director and first paid employee.

Now that Frank is free to devote himself fully to Rebuilding Together Muscatine County, his ambitions have grown. In summer 2019, the organization took on its first remodel of an entire building. Frank and his volunteers put in two bedrooms, a full kitchen, laundry room, shower and more into the small former office space. Once the transformation is complete, it will become a new home for a local family in need.

These kind of comprehensive home repairs are sorely needed for Muscatine to flourish. According to a 2017 study, the county’s existing housing is its largest economic asset. However, most of the existing housing is older and needs maintenance and rehabilitation. As a result, Muscatine County doesn’t have enough homes that people earning the lowest incomes can afford. More and more, people over age 55 are leaving Muscatine in part

**“The need in this area is so great...I want to bring Rebuilding Together into other counties to help even more people and communities.”**

because their homes are not places where they can comfortably and safely grow older. There’s little chance Frank would ever leave Muscatine. “What makes me stay is the people. The people are just the best. When there’s a need, they step

up. They step up and they go out of their way. They just do. I’ve had hundreds of volunteers show up to fix up their neighbors’ homes just by simply asking for help.”

Frank intends to make Rebuilding Together a household name in Muscatine County and beyond. He explained his plans: “The need in this area is so great. I want to get the word out more in Muscatine County about the work we do. Then I want to bring Rebuilding Together into other counties to help even more people and communities.”

To start on these goals, Frank has already joined the Rotary Club of Muscatine and become an ambassador with the Greater Muscatine Chamber of Commerce and Industry. He is sitting down with local corporate leaders to figure out the best way to get them involved in Rebuilding Together Muscatine County’s home repair projects.

Frank also has an eye on the long term in another way. “I have seven grandkids. They’ll sometimes help out on our home rebuilding days. That means I’ve got seven really important people watching me and learning from me.”



# DRAFT

# Mountain Communities

## AFFILIATE

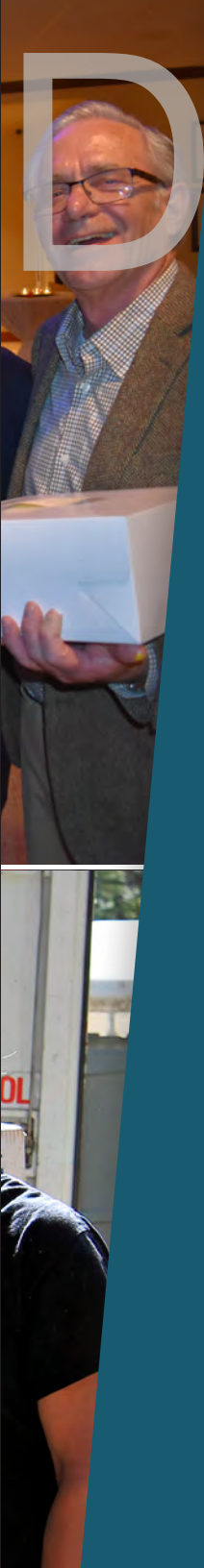
Deep roots are a source of strength and stability. Establishing these roots is a strategy that allows an organization to access the resources it needs during periods of change while continuing to help people thrive. Over 25 years, Rebuilding Together Mountain Communities has adapted and flourished because of the deep roots it has grown in its alpine home.

High in Southern California's San Bernardino mountains lies a cluster of small unincorporated towns, villages and neighborhoods. Sometimes lyrically referred to as the Rim of the World and other times less imaginatively as western County Service Area 54, the lofty stretch includes places with idyllic names like Valley of Enchantment, Blue Jay, Running Springs, and Skyforest.

Rebuilding Together Mountain Communities “started out real simple,” as volunteer manager and board Secretary Sue Parks tells it. It was founded in 1994 by a group of local building contractors intent on using their skills to help their neighbors. In the beginning, the group repaired a handful of homes one day per year. Now, Rebuilding Together Mountain Communities inspires people to volunteer all year long.

Sue summed up the organization's first evolution matter-of-factly: “People live here year-round, so we wanted to be there for them year-round.” The mountain





**DRAFT**

communities area swells with tourists during the summer months and ski season, but remains rural at heart. According to the San Bernardino County government, the combined Hilltop, Lake Arrowhead, and Crest Forest areas are predicted to be home to just over 30,000 full-time residents in 2020.

Many of these residents achieved their dream of a mountain cabin retirement. But the area's cold, wet winters are tough on buildings and on people. "They do okay for a few years," Sue said. "Then, like we all eventually do, they get older. They're living on small fixed incomes. It becomes hard for them to keep up with repairs and manage their homes."

Several members of the Rebuilding Together Mountain Communities board of directors are also, as the saying goes, getting on in years. Their longevity of service is a result of their commitment to the organization and love of the work.

Board Treasurer Anne Wildhaber and her husband, Rich, have been involved in Rebuilding Together Mountain Communities since the organization began. In 2013, they decided to move away from the area. Yet they continue to make the 3 1/2-hour drive up into the mountains every month for board meetings.

"My husband and I are the oldest —," Anne stops herself, laughing. "Not that. Let's say rather the longest-serving board members. The board works well together. We've developed effective systems. We're grassroots and very professional, and do our due diligence spending

funds and selecting homeowners to support. However, we know it's time for the organization to evolve again."

The board is taking steps to recruit younger members. Part of the motivation is because the board is aware that some members are reaching an age where they're not going to be able to stay as active. Rebuilding Together Mountain Communities also wants to bring on younger people for their younger ideas.

Anne and Sue, who are also best friends, have no doubt the organization will succeed in this next evolution. "People know we're not a fly-by-night group," Anne explained. "We're firmly entrenched in this place. That's one of the reasons why it's such a vibrant organization. Our local connections are our strength."

Sue agreed. "Our community here is what got us going, has kept us going, and will keep us going."

Embracing the future while staying true to its deep roots is a challenge Rebuilding Together Mountain Communities is more than ready for.









# Who Are We?

Rebuilding Together remains the only national nonprofit solely dedicated to safeguarding affordable homeownership and the unique culture of our neighborhoods and communities through safety and health-focused home rehabilitation. We deliver practical solutions that allow our neighbors to be safer, healthier and more independent in their homes.

Our affiliates in 39 states and the District of Columbia work directly with our neighbors to help preserve affordable homeownership and stabilize neighborhoods, empowering families to remain in their homes and communities.



# The Need

## **THE NEED FOR OUR SERVICES IS GROWING RAPIDLY.**

More than 2.6 million homeowners live in deteriorating, physically inadequate homes that threaten their health and safety. An aging population, veterans with disabilities returning home and a lack of equity in underserved communities are creating a housing atmosphere where our services are greatly needed.

Our work preserves critical affordable housing opportunities, stabilizes and revitalizes neighborhoods. By collaborating with other mission-driven nonprofits, local and federal government agencies, skilled trades

associations and community advocacy groups, we can become a stronger community revitalization partner and increase the impact of our work. By working with volunteers and by investing in communities, we improve the lives of our neighbors in need by increasing the safety and health of their homes, building economic development opportunities and revitalizing our communities.

Rebuilding Together relies upon the generosity of donors to carry out our work, and we can't do it without you. By joining our work, you can become an investment partner in your community.

# DRAFT Partner With Us

## COMMUNITY IMPACT

Work with Rebuilding Together to build collaborative partnerships that will help improve the lives of the 2.6 million homeowners across the country who live in deteriorating, physically inadequate homes that threaten their health and safety.

Build meaningful and lasting relationships with our network of corporate, government and community partners that are working to provide educational resources and trainings to our neighbors in need.

## EMPLOYEE ENGAGEMENT

From hands-on rebuilding projects, to employee-driven fundraising campaigns, partnering with Rebuilding Together offers dynamic ways to engage your employees while assisting our neighbors in need and revitalizing our communities.

With affiliates across the country, we give your employees the opportunity to become more involved and build stronger relationships within their community.

## CONSUMER OUTREACH

Increase your social impact and fulfill your corporate social responsibility. When working with Rebuilding Together, you can collaborate on the storytelling of the need for our work and the impact of our partnership and raise awareness about the importance of community revitalization.

Engage with new consumer audiences through social media, attract consumers with in-store and online cause marketing campaigns and educate your customers on how they can get involved in their local communities and help their neighbors.

Become a partner  
and join us in our  
vision to create  
safe homes and  
communities for  
everyone.

**CONTACT US**



# DRAFT



**REPAIRING HOMES,  
REVITALIZING COMMUNITIES,  
REBUILDING LIVES.**

Rebuilding Together improves the safety and health of individuals, families and communities by providing critical repair and renovation services for nearly 10,000 homes and community spaces each year. With a national network of affiliates in 39 states and the District of Columbia, Rebuilding Together is changing lives: one home, one community at a time.

DRAFT

**Rebuilding Together** is a national nonprofit organization that redevelops communities and **improves the safety of our neighbors in need by providing them with critical home repairs** at no cost to them.



**Repairing Homes & Rebuilding Lives:**

*Key findings about our work with older adults in 2014-2017*

Rebuilding Together's critical home repairs promote **mobility** and **reduce how often older adults fall at home.**

Around **two-thirds of the homeowners** who received repairs report they **always feel safe at home** and **can move around at home without difficulty.**

2x



Homeowners on the waitlist were **nearly twice as likely to fall three or more times** in the course of a year, compared to the homeowners that received repairs.



## JANUARY

### MARTIN LUTHER KING JR. WEEK

Rebuilding Together's AmeriCorps program dedicated this year's Martin Luther King Jr. Day of Service to rebuilding homes and revitalizing the community of New Orleans, LA. The event, hosted by Rebuilding Together New Orleans, brought together AmeriCorps members serving with 26 Rebuilding Together affiliates nationwide from 16 different states. These members helped repair three homes for three older adult neighbors living in New Orleans.



## FEBRUARY

### 23RD ANNUAL KICKOFF TO REBUILD

Rebuilding Together Twin Cities hosted a community revitalization project to rehabilitate six homes and develop a community garden in the Bryant neighborhood of South Minneapolis. The community garden now gives neighbors access to fresh produce, which is extremely limited, and offers opportunities to connect to their neighborhood. For the past 23 years, Rebuilding Together has partnered with the NFL to host projects in Super Bowl cities. These NFL-sanctioned events provide critical home repairs to neighbors in need and their communities. The Bryant neighborhood of South Minneapolis is now stronger with a more vibrant community.



## APRIL

### NATIONAL REBUILDING MONTH

National Rebuilding Month is an annual month-long call to service during the month of April. This annual effort led by our affiliates across the nation shines a spotlight on the increasing need to provide neighbors in need with safe and healthy housing. National Rebuilding Month culminates on the last Saturday of the month. Volunteers nationwide rebuilt in a concerted effort to complete repairs on homes, nonprofit facilities and community spaces to bring immediate, large-scale impact to communities across America on the same day.



## JUNE

### HEROES AT HOME IN MIAMI

For the 11th year in a row, Sears and Rebuilding Together teamed up to launch the Heroes at Home initiative, which benefits veterans and their families through fundraising and critical home repair nationwide. More than 500 Sears volunteers teamed up with Rebuilding Together affiliates to complete dozens of projects this year, bringing tangible assistance and aid to veterans, active duty military and their families. In Miami, [Re]Builders provided repairs for a Korean War veteran in the Miami Gardens neighborhood.





## AUGUST

### AMERICORPS ORIENTATION

Rebuilding Together's AmeriCorps program kicked off its 12th year this August with its new member orientation hosted by Rebuilding Together South Sound in Tacoma, WA. Thirty new members, serving at 20 different Rebuilding Together affiliates across the country, began their 11 month term of service with classroom and hands-on training. Members ended their orientation with two project days led by Rebuilding Together South Sound, helping to repair five homes for five Tacoma neighbors.



## SEPTEMBER

### REBUILD-A-BLOCK

The Rebuild-a-Block program spans four states and four Rebuilding Together affiliates, part of a 10 year partnership with Lowe's. Rebuilding Together Howard County and Lowe's provided home repairs at no cost to five neighbors in Howard County as well as restored the Athelas Institute, a Columbia non-profit serving adults with intellectual and developmental disabilities.



## OCTOBER

### BUILDING A HEALTHY NEIGHBORHOOD

The 8th annual Building a Healthy Neighborhood event, sponsored by Lowe's, was hosted by Rebuilding Together New Orleans and held in the St. Roch neighborhood, where they have become a staple in the community. St. Roch is a prime neighborhood for reinvestment targeting older adults. Many homeowners have lived in the community for generations and most have experienced the destruction Hurricane Katrina brought to their neighborhood. Building a Healthy Neighborhood provided critical home repairs, free of charge, to eight homes while investing in the community through the creation of a tool lending library, which provided residents with access to free tools and equipment.



## NOVEMBER

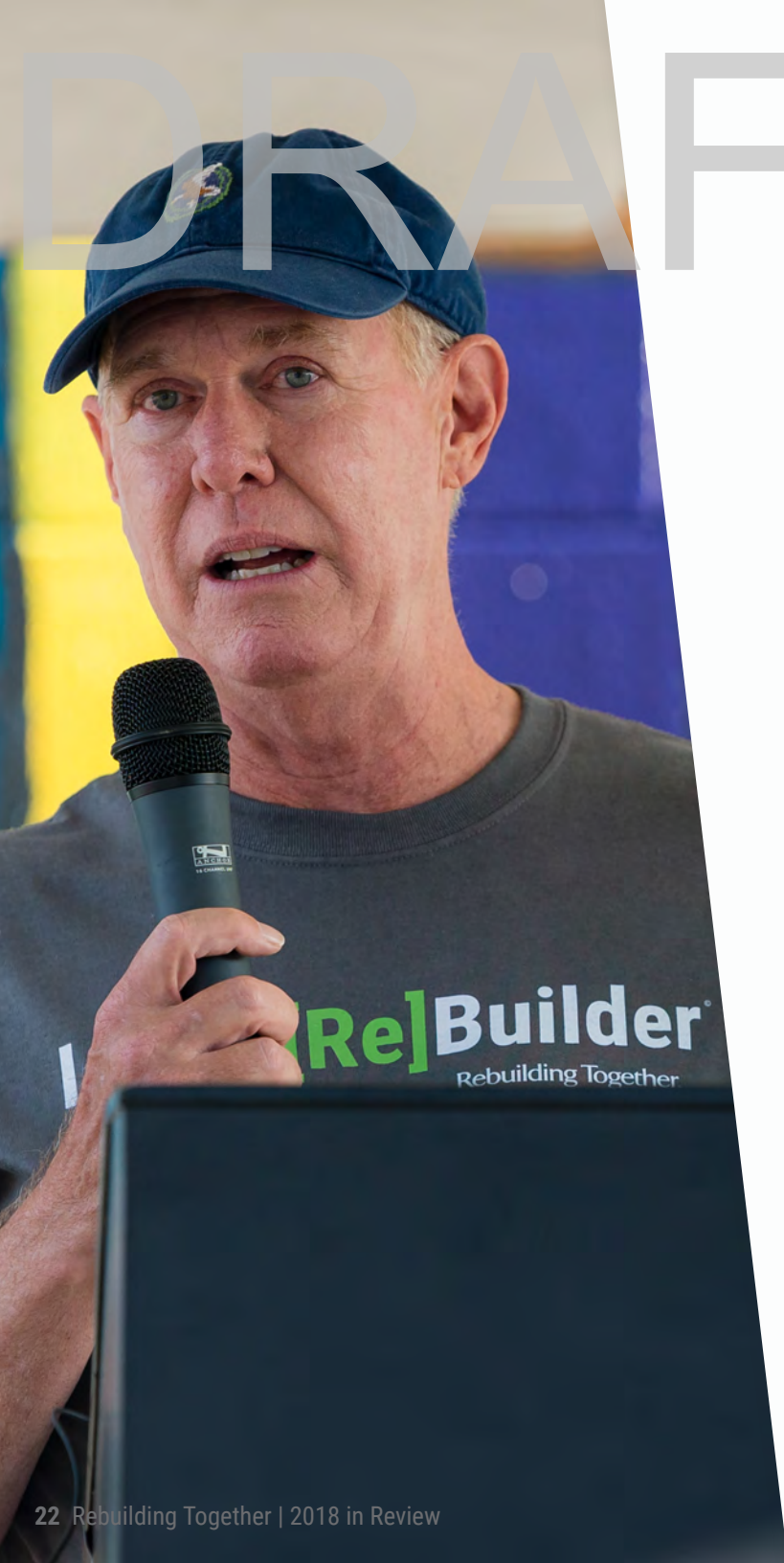
### NATIONAL CONFERENCE

During this annual gathering of Rebuilding Together affiliates nationwide, board members, staff and volunteers had the opportunity to celebrate the great work happening throughout the affiliate network and engage in a meaningful dialogue about the future of Rebuilding Together. This conference in Seattle, WA marked 30 years of Rebuilding Together's service. Conference topics focused on innovation, nonprofit resiliency and taking advantage of new opportunities.





DRAFT



# Our Board and Staff

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*as of December 31, 2018*



# DRAFT

## OFFICERS OF THE BOARD

### BOARD CHAIR

**KEVIN RAFFERTY**

*Executive Vice President  
Hancock Whitney Bank*

### CHIEF EXECUTIVE OFFICER

**CAROLINE BLAKELY**

*President and CEO  
Rebuilding Together*

### VICE CHAIR

**GUY CECALA**

*CEO and Publisher  
Inside Mortgage Finance*

### TREASURER

**CARRIE TEFFNER**

*Executive Vice President and  
Chief Financial Officer  
Crocs, Inc.*

### SECRETARY

**JIM KELLY**

*Chairman  
Blank Rome LLP*

## DIRECTORS

**BONNIE BESSOR**

*Executive Director  
Rebuilding Together Baltimore*

**WAYNE CAUTHEN**

*Principal  
The Insight Group Ltd.*

**JOY CIANCI**

*Senior Vice President  
Fannie Mae*

**ALEX DUDLEY**

*Senior Vice President  
Communications  
Charter Communications*

**JIDE FALAKI**

*Vice President  
Corporate Planning and Treasury  
Lowe's Companies, Inc.*

**JODIE LIDDY**

*Executive Director  
Rebuilding Together Hartford*

**KAREN NEMSICK**

*Executive Director  
Rebuilding Together San Francisco*

**ED PEAVY**

*Founder and CEO  
Mission Control*

**BRAD SEGAL**

*Partner  
Asphalt Shingle Recycling  
Systems, LLC*

**MIKE UTTAM**

*Board Member  
Rebuilding Together Central Ohio*

**KATHLEEN WU**

*Partner  
Andrews Kurth*

# DRAFT

## STAFF

**ETHAN BEARDSLY**

Associate

National Service Programs

**DAWN FARTHING**

Manager

National Service Programs

**KATY MARTIN**

Senior Manager

Marketing and Communications

**PERRY BIRD**

Regional Director

Eastern Region

**JEROD FRENZL**

Manager

Affiliate Relations

**LIAM MCCONNELL**

Office Manager

**CAROLINE BLAKELY**

President and CEO

**MAX GOUTTEBROZE**

Vice President

Marketing and Communications

**VICTORIA O'BANION**

Senior Director

National Programs and Strategic Partnerships

**KRIS CARROLL**

Vice President

Finance

**SUSAN HAWFIELD**

Senior Vice President

Affiliate Services

**SEANA O'SHAUGHNESSY**

Regional Director

Western Region

**BECKY CARTER**

Regional Director

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**JESSIE PERMAR**

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National Service Programs

**DAN DARBANDI**

Manager

Corporate Stewardship

**CARLY JAMES**

Associate

Individual Philanthropy

**TAI PHOENIX**

Manager

Corporate and Foundation Engagement

**CHELSEA ESTES**

Manager

Marketing and Communications

**MEGAN KRUSE**

Manager

Corporate Stewardship

**JESSICA REID**

Senior Director

Corporate and Foundation Engagement

**CHRIS ESTES**

Senior Vice President

Business Strategy

**CHAD MAGAZINER**

Director

Corporate Stewardship

**AMY SEUSING**

Vice President

Development

**SHANNON WILLIAMS**  
Director  
Research and Evaluation

**EMMA WELTZER**  
Manager  
Corporate Engagement











# Our Supporters

Our partners and supporters are invested in the lives of homeowners in need and underserved communities that our network serves every day. We work together to build collaborative partnerships that help improve the lives of our neighbors across the country who live in deteriorating, physically inadequate homes that threaten their health and safety. We build meaningful relationships with our network of corporate partners, government officials, individual supporters and community partners.

Thanks to the generosity of our partners and supporters, our network moves the needle on addressing the 2.6 million low-income homeowners living in unsafe and unhealthy homes across the country. Our efforts to rebuild lives and communities would not be possible without their continued support.

**Spectrum**



## \$10,000 AND ABOVE

Herald and Mei Chen

Jim Kelly

Edward Peavy and Rebecca Reno

Kevin Rafferty

Sarah and Carl Rosendahl

Barry and Dolly Segal

Brad and Melissa Segal

Carrie and Chris Teffner

## \$5,000 - \$9,999

Guy and Laura Cecala

David and Sophia Modi

The Priscilla Endicott Charitable  
Foundation

Robin's House Family Foundation

Joanna and Rich Segal

Juliane Segal Family Foundation, Inc.

Shippy Foundation

## \$1,000 - \$4,999

Anthony Arnolie

Isaac Bazbaz

Caroline Blakely

Asela Chavez

DeBell Charitable Fund

DeLong Cross  
Charitable Fund

Harry Gillam

Harrison Family Fund

Susan and Jay  
Hawfield

Jeffery Hayward

Steven Kornblau

Jenny Krummel

Deborah Lawrence

Rob Levin

Jodie Liddy

Anthony McAuliffe

Shekar Narasimhan

Seth Nevins

Patrick Richardson

Bill and Donna Roberts

Deborah Smith

Mike Uttam

David and Kathie  
Weinberg

John White and Colleen  
Fenlon-White

Joseph and Mary  
Wiedorfer

## \$500 - \$999

Kirsten Bartok

Michael Burriss

Barbara Casey

Tina Christie

Joy Cianci

John Forlines

Denni Gershaw-Smith

Kettner Griswold

Carly James

Christopher Meeks

Lori Nichols

Lindsey Norfolk

Tom and Caroline  
O'Donnell

Palumbo Family Fund

Nancy Peavy

Marci and Russell  
Robinson

Jason Segal

John and Sharon Tastor

Lisa Teneyck

John Tus

Sharon Waligora

Michael Williams

Maria Zerr

# THANK YOU



## STATEMENT OF FINANCIAL POSITION

Assets, Liabilities and Net Assets (as of December 31, 2018)

### ASSETS

Cash and cash equivalents	\$ 3,538,811
Accounts receivable, net	389,200
Pledges receivable, net	3,339,588
Prepaid expenses	220,205
Property and equipment, net	916,553
Investments	2,561,506
Note receivable	-

**TOTAL ASSETS \$ 10,965,863**

### LIABILITIES AND NET ASSETS

Accounts payable and accrued expenses	\$ 522,515
Grants payable	125,560
Deferred revenue	-
Deferred insurance liability	336,914
Deferred rent	1,167,625
Deferred compensation obligation	146,378

**TOTAL LIABILITIES 2,298,992**

#### Net Assets

Without donor restriction	919,429
With donor restriction	7,747,442

Total net assets 8,666,871

**TOTAL LIABILITIES AND NET ASSETS \$ 10,965,863**

## STATEMENT OF ACTIVITIES

Revenue, Support and Expenses (year ended December 31, 2017)

### REVENUE AND SUPPORT

Corporate contributions	\$ 11,928,377
Donated goods and services	4,325,780
Affiliate dues	1,116,674
Government contracts	591,081
Chapter fees	457,600
Chapter insurance	413,462
Individual contributions	365,963
Foundation contributions	171,300
Other income	139,061
National conference	93,460
Investment (loss) income	(89,464)
Net assets released from restrictions	-

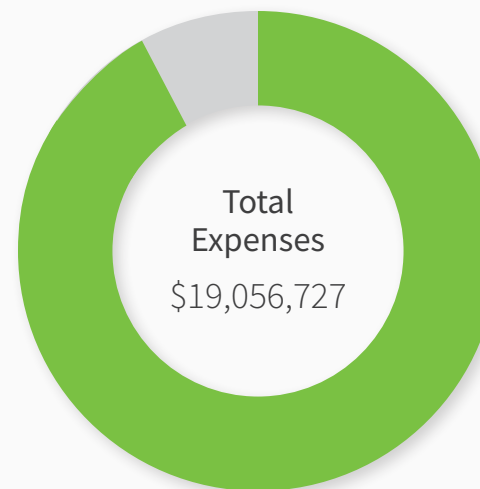
**TOTAL REVENUE AND SUPPORT 19,513,294**

### EXPENSES

Program services	16,964,895
Supporting services	
General and administrative	1,244,114

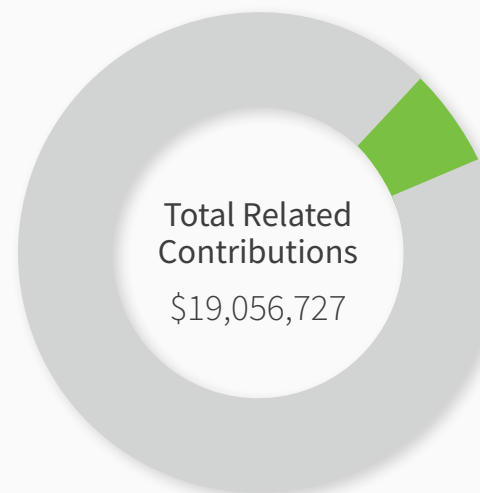


Fundraising	847,718
<b>TOTAL EXPENSES</b>	<b>19,056,727</b>
<b>CHANGE IN NET ASSETS</b>	<b>456,567</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>8,210,304</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 8,666,871</b>



Expenses Spent  
On Program Services

**89.0%**  
(\$16,964,895)



Expenses Spent  
On Fundraising

**4.45%**  
(\$847,718)

# DRAFT

# Become a

# [Re]Builder<sup>®</sup>

Rebuilding Together.

**From the beginning, Rebuilding Together has been about hard-working people willing to help their neighbors.**

Our volunteers are the backbone of our everyday work. The investment of your time and resources will make a difference! We want to empower you; we want to provide you with opportunities to have a long-lasting impact on the lives of your neighbors by repairing their homes and revitalizing your community.

Our network also relies on skilled-trade, professional volunteers to serve as leaders in our rebuilding efforts, providing materials and technical know-how with everything from roofing and plumbing, to assessment and planning.

Get connected with your local Rebuilding Together affiliate and become a [Re]Builder in your community.

**FIND YOUR LOCAL AFFILIATE**

# DRAFT

As we rebuild homes, community spaces and nonprofit facilities, our lasting impact helps to stabilize and revitalize neighborhoods across the country. There are many ways that you can help!



## WAYS TO GIVE

### DONATE ONLINE

Make a donation through <https://rebuildingtogether.org/donate>

### JOIN THE NEIGHBORHOOD OF FRIENDS

Become part of our monthly giving circle.

### DONATE THROUGH WORKPLACE GIVING

Ask your employer to match your donation to Rebuilding Together, you can double the value of your gift.

### SUPPORT REBUILDING TOGETHER VIA AMAZONSMILE

Elect Rebuilding Together as your charity of choice and Amazon will donate when you shop.

### MAKE A STOCK GIFT

Reduce your taxes and do a good deed at the same time.

### RACE2REBUILD

Are you an athlete interested in raising money to support your community? Consider racing with Race2Rebuild.

Please contact us at [development@rebuildingtogether.org](mailto:development@rebuildingtogether.org) if you have questions about major gifts, planned giving or other giving options.



# DRAFT



999 N. Capitol Street, NE  
Suite 701  
Washington, DC 20002

800-473-4229

[www.rebuildingtogether.org](http://www.rebuildingtogether.org)

CONNECT WITH US





## Rebuilding Together 25 Safe and Healthy Priorities

	BEFORE	AFTER	CHANGE
	Y / N	Y / N	★
1. The homeowner has safe ingress and egress to the home			
2. The roof is watertight			
3. Rainwater is effectively shed and directed away from the structure			
4. Exterior walls have no gaps, cracks or holes larger than 1/8 inch			
5. Windows and exterior doors open and close, lock securely and seal well			
6. Home is free of live infestation of pests, and sources of attraction are removed			
7. The numerals in the property's street address are clearly visible from the street			
8. Working smoke detector is on each floor and in or near bedrooms to meet code			
9. A working CO detector protects home with gas appliances or attached garage			
10. A currently dated Class ABC fire extinguisher is available in or near the kitchen			
11. Water heaters, furnaces and space heaters that produce CO exhaust outside			
12. No known electrical hazards are present, and kitchens and baths have GFCIs			
13. The homeowner has access to a working water heater, refrigerator and range			
14. The kitchen and bathrooms have an exhaust fan vented outside			
15. The homeowner has access to a working sink, toilet and bathtub or shower			
16. Modifications to toilets and tubs assist those who need help			
17. Grab bars are strategically placed for those at risk of falls			
18. Stairs and steps have secure handrails that meet occupants' needs			
19. Main rooms and stairs are free of tripping hazards			
20. Old, filthy carpeting has been replaced, preferably with durable flooring			
21. Clothes dryer, if present, vents outside w/ metal duct and unobstructed airflow			
22. The homeowner can maintain the interior temperature in a comfortable range			
23. Main rooms and stairs have adequate lighting for occupants to move safely			
24. Interior paint and wall covering is intact			
25. The home is free of active water leaks and serious moisture problems			

### KEY

- Yes/No columns show each priority before and after repairs have been completed.
- The third + column highlights the results of repairs that change a priority from No to Yes.



Every year, **Rebuilding Together** completes around **10,000 home rebuild projects** for our neighbors in need.

**Two out of every three projects** we complete are for older adults seeking to age in place in their homes.

In 2017, we commissioned an evaluation to measure **our impact on older adults' quality of life**.

We surveyed **homeowners that received repairs from six Rebuilding Together affiliates between 2014 and 2017** and compared their responses with a group of homeowners currently on our waitlist.



Here's what we learned:

### 1. We improve peace of mind for our neighbors in need.

**Eight in ten homeowners** shared that the home repairs **made a positive difference** in their lives and **kept their problems from getting worse**.



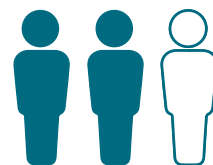
### 2. We help our older neighbors age in place.

**Nine in ten homeowners** that received repairs anticipate they **can safely live in their homes over the next decade** and beyond.



### 3. We promote safety and mobility at home.

Around **two-thirds of the homeowners** who received repairs report they **always feel safe at home** and **can move around at home without difficulty**.



### 4. We reduce how often older neighbors fall at home.

Homeowners on the waitlist were **nearly twice as likely to fall three or more times** in the course of a year, compared to the older adults that received repairs.

### 5. We help our neighbors continue to afford living in their homes.

**Nine in ten homeowners** anticipate they can continue to afford living in their homes.



Homeowners that received repairs are also **nearly three times more likely** to be **able to comfortably afford to age in place**, compared to homeowners on the waitlist.

**Rebuilding Together** is a national nonprofit organization that **redevelops communities** and **improves the safety of our neighbors in need** by providing them with **critical home repairs** at no cost to them.

**We can't make an impact without your support.**

Learn more and get involved at [rebuildingtogether.org](https://rebuildingtogether.org)



**Questions about this report?** Please contact Shannon Williams, research manager at Rebuilding Together, at [swilliams@rebuildingtogether.org](mailto:swilliams@rebuildingtogether.org)

*Data source: 2014-2017 Rebuilding Together AmeriCorps Evaluation*

## Attachment E: Hollins Market Redevelopment

Commission for Historical and Architectural Preservation (CHAP)  
Design Review Submittal  
15-Year Operating Budget



Commission for Historical and Architectural Preservation [CHAP]  
P. 1/ 17

# Hollins Market

November 12, 2019

**CHAP Commission Review**  
for  
**Baltimore Public Markets Corporation**

**PI.KL**  
1910 Fleet Street  
Baltimore, MD 21231  
P. 443.928.1659  
pikl@piklstudio.com  
www.piklstudio.com

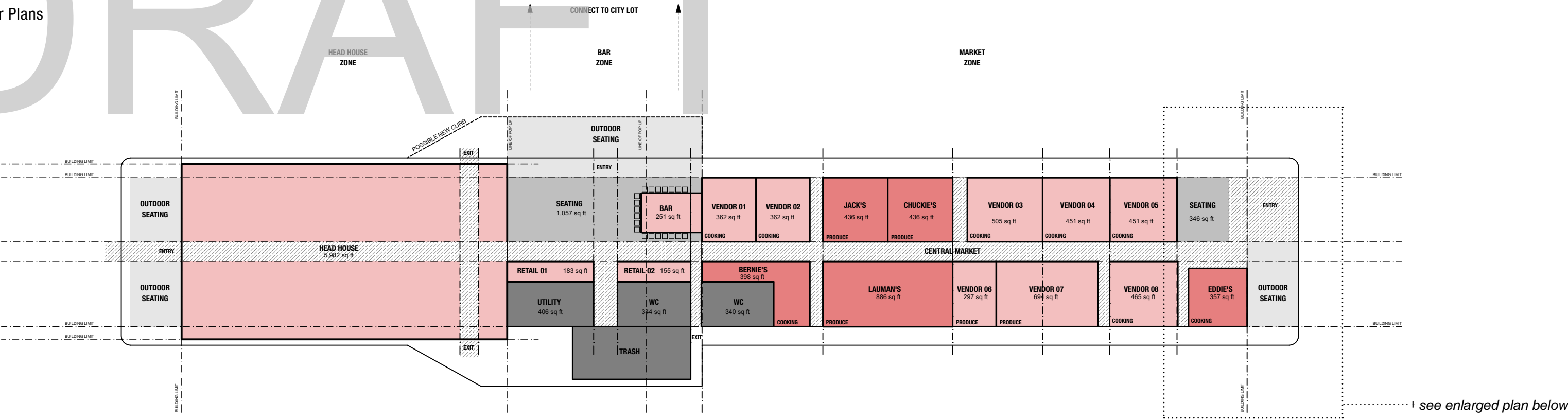




Site Plan

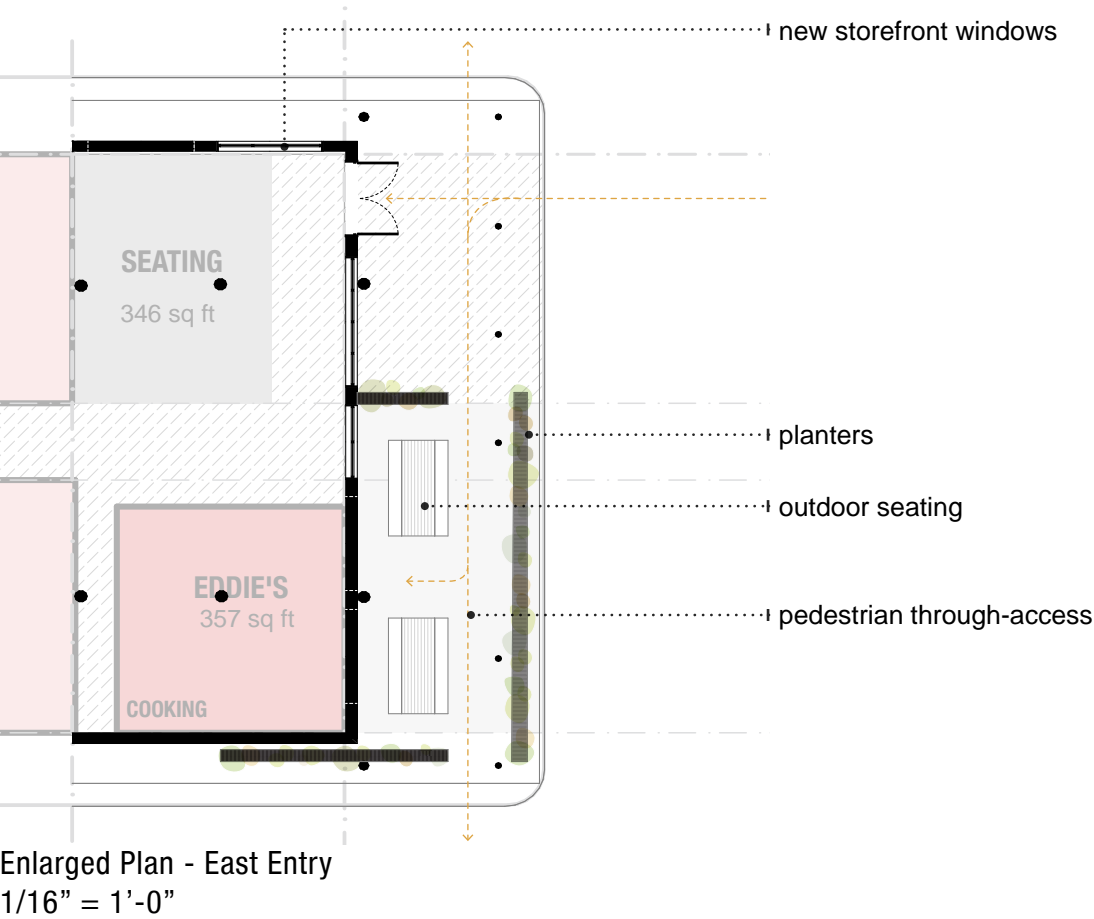


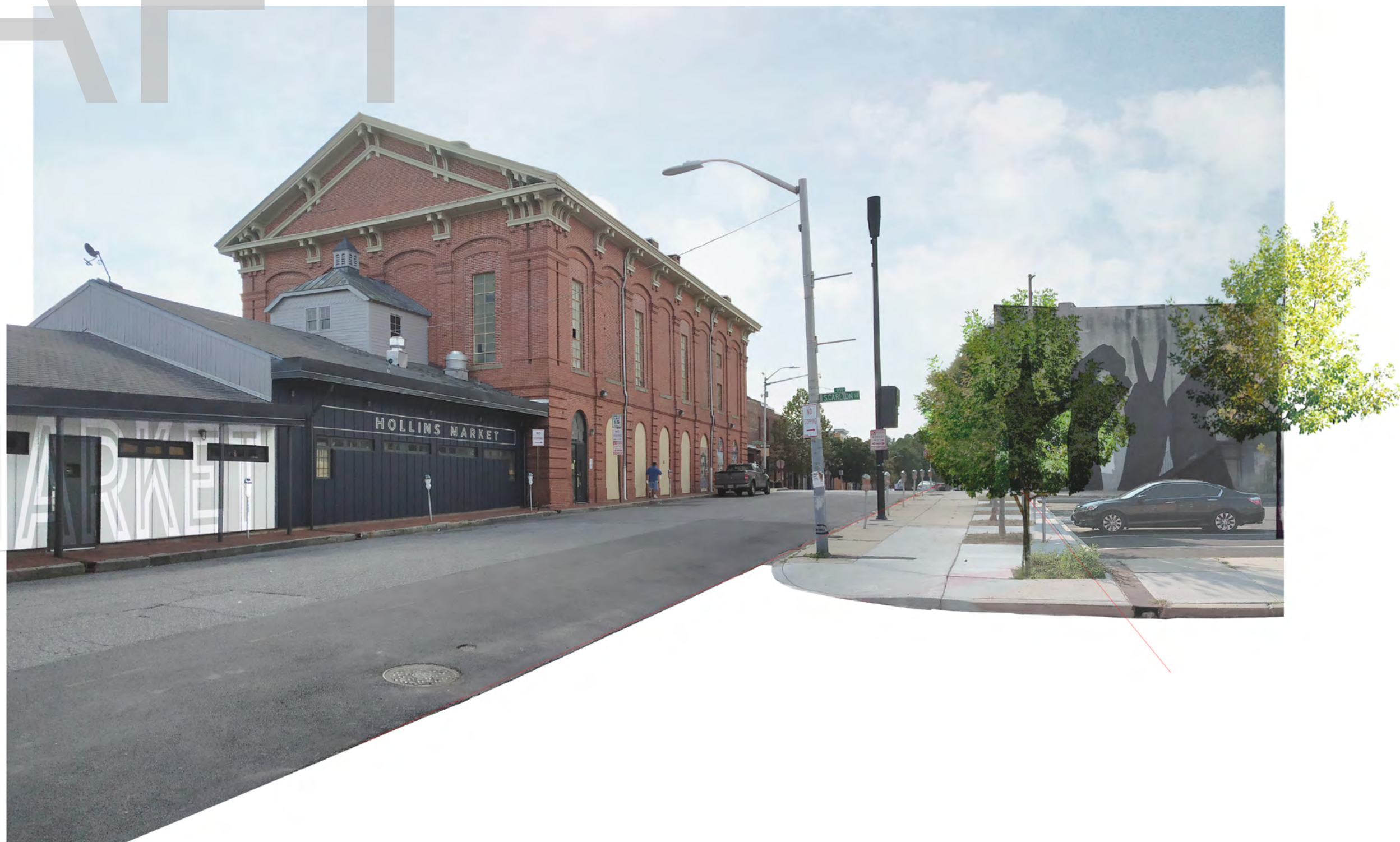




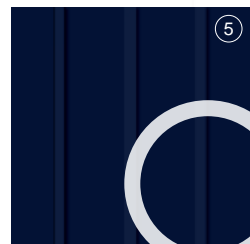
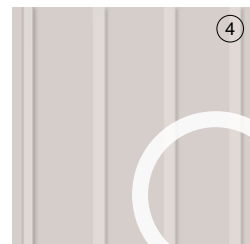
- existing infrastructure to remain
- vendors to remain
- new lease space
- public seating areas
- circulation

Proposed Plan Layout  
1/32" = 1'-0"









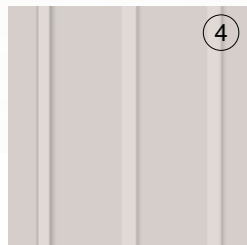
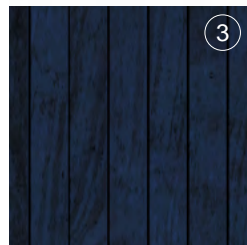
- 1 aluminum double swing doors
- 2 aluminum clad - wood windows to match historic window rough openings
- 3 aluminum clad - wood swinging french doors to match historic door rough openings
- 4 existing light grey Hardie Panels; graphics painted light grey to match
- 5 existing dark blue Hardie Panels; graphics painted light grey to match







Market Shed  
Proposed - East Elevation



- 1 aluminum clad - wood swinging french door
- 2 aluminum clad - wood storefront windows
- 3 Shou Sugi Ban wood plank; stained blue
- 4 Hardie Panels to be painted light grey to match existing
- 5 remove non-historic portion of existing dormer









1 aluminum clad - wood swinging french door

2 aluminum clad - wood storefront windows

3 Shou Sugi Ban wood plank; stained blue

4 Hardie Panels to be painted light grey to match existing

5 remove non-historic portion of existing dormer

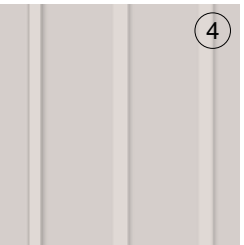
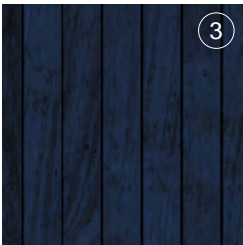






DRAFT

Market Shed  
Proposed - South-East Entry



- aluminum clad - wood swinging french door **1**
- aluminum clad - wood storefront windows **2**
- Shou Sugi Ban Wood Plank; Stained Blue **3**
- Hardie Panels to be painted light grey to match existing **4**
- remove non-historic portion of existing dormer **5**









1 aluminum clad - wood swinging french door to match historic rough openings

2 aluminum clad - wood storefront windows to match historic rough openings

1

2





1



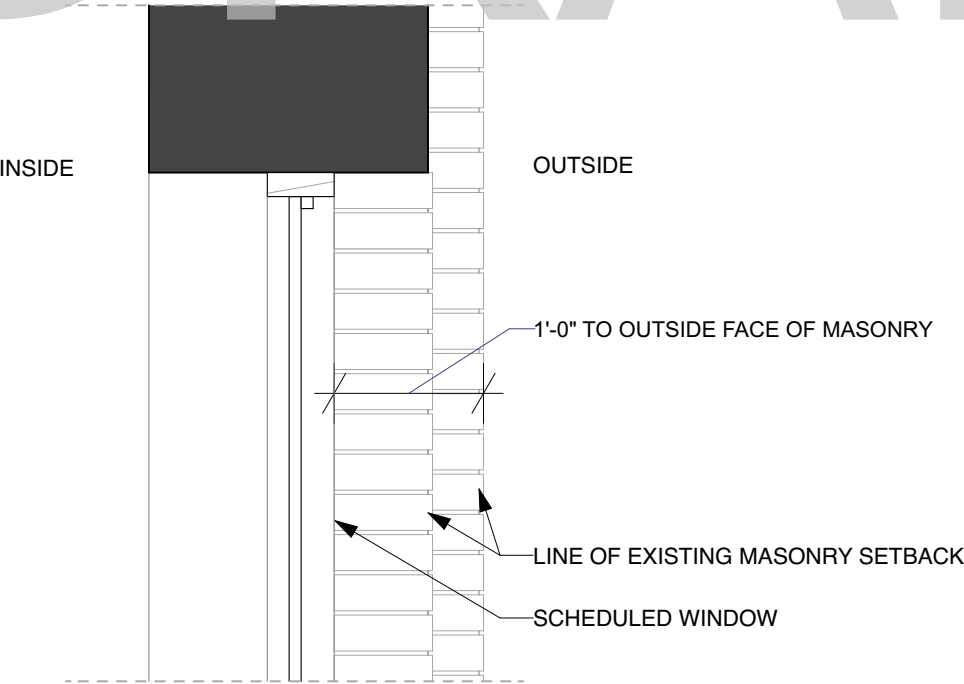


1 aluminum clad - wood swinging french door to match historic rough openings

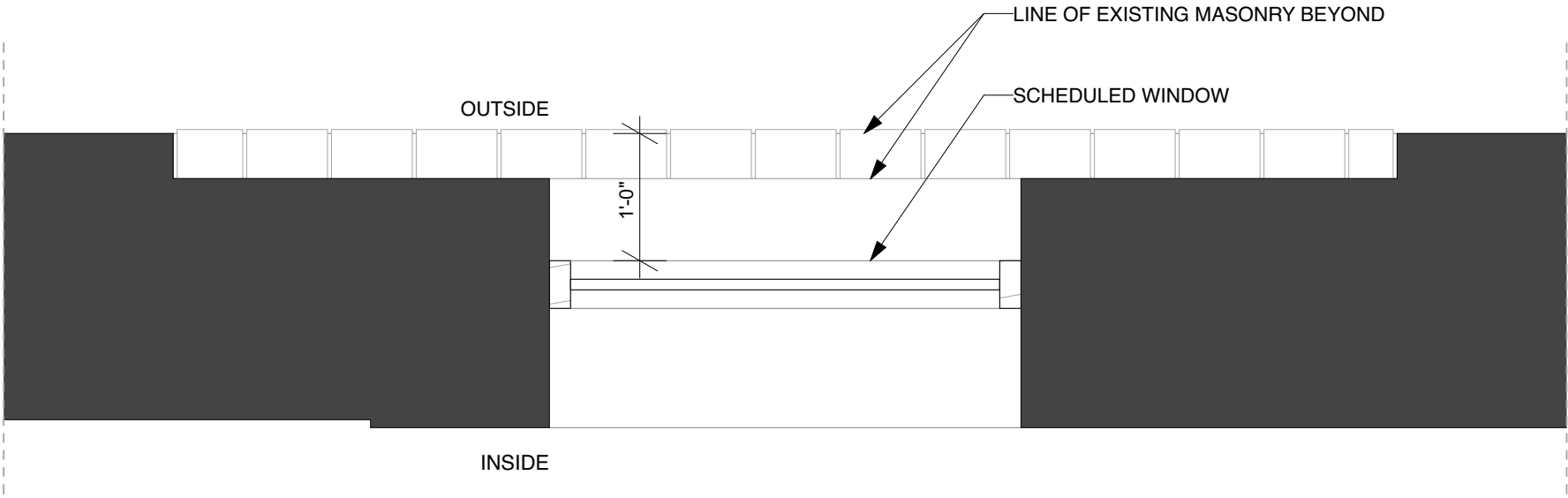
2 aluminum clad - wood storefront windows to match historic rough openings

3 existing CMU to be painted dark blue w/ light grey graphics

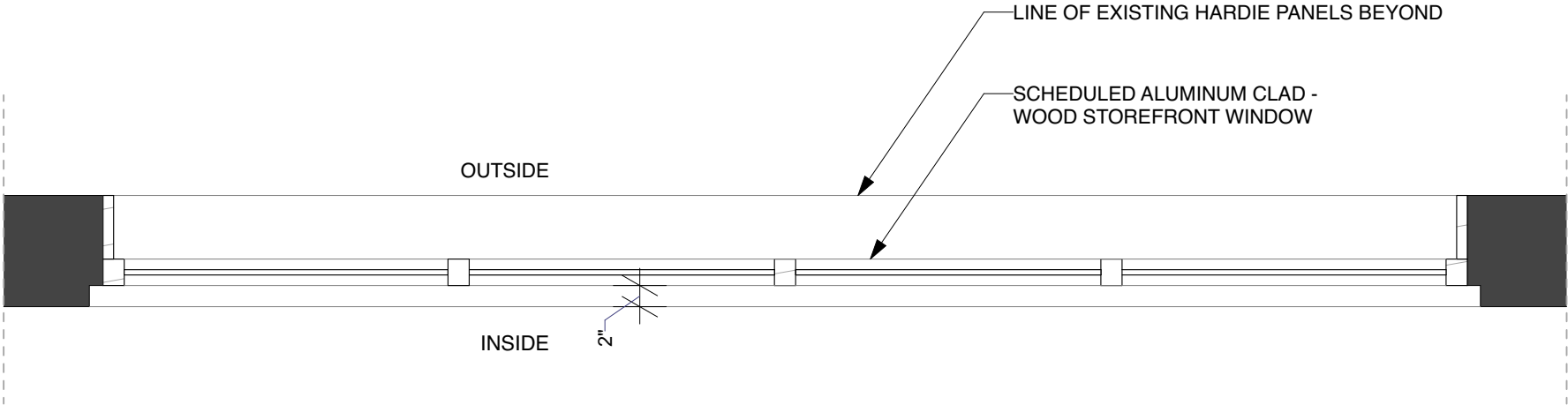




Head House  
Proposed - typ. window head setback



Head House  
Proposed - typ. window setback



Shed Building  
Proposed - typ. storefront setback



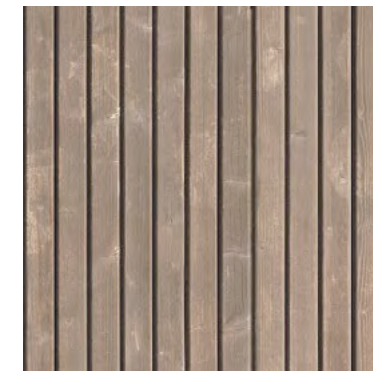
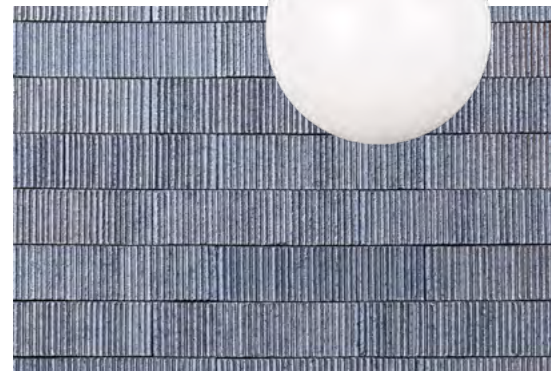
Shed Building  
Proposed - Interior Palette



Vendor elevations: washable textured tile; solid surface countertop; pendant lighting



Seating: banquette seating - metal structure w/ wood batten seating; wall planters; pendant lighting





2019-2020 Operating Budget

	<u>2020</u>														
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Hollins Shed															
Bernie's	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 15,840		
Jack's	\$ 2,884	\$ 2,884	\$ 2,884	\$ 2,884	\$ 2,884	\$ 2,884	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 26,241		
Mike's Lunch	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 1,455	\$ 17,461		
Lauman's	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 17,580		
L&R	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 16,932		
Taste of the Orient	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 12,917		
American Convnience	\$ 2,826	\$ 2,826	\$ 2,826	\$ 2,826	\$ 2,826	\$ 2,826	\$ 2,826	\$ 2,826	\$ 2,826				\$ 25,430		
Eddie's	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 14,769		
Metro PCS	\$ 900	\$ 900	\$ 900	\$ 900									\$ 900		
ATM	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 1,590	\$ 1,590	\$ 1,590	\$ 1,590	\$ 9,240		
	\$ 14,928	\$ 14,928	\$ 14,928	\$ 14,928	\$ 14,028	\$ 14,028	\$ 12,633	\$ 12,633	\$ 13,863	\$ 11,037	\$ 11,037	\$ 11,037	\$ 157,311		
Shed-Total															
CAM	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 434	\$ 5,211		
Direct Water Income													\$ -		
Art Revenue	\$ -												\$ -		
Event Income													\$ -		
Sponsorship Income													\$ -		
Grant Income	\$ -												\$ -		
													\$ 5,211		
Total Income	\$ 15,363	\$ 15,363	\$ 15,363	\$ 15,363	\$ 14,463	\$ 14,463	\$ 13,067	\$ 13,067	\$ 14,297	\$ 11,472	\$ 11,472	\$ 11,472	\$ 162,522		

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
Payroll - Custodial	\$ 5,523.00	\$ 6,187.00	\$ 6,683.00	\$ 6,537.00	\$ 6,148.00	\$ 6,480.00	\$ 6,480.00	\$ 6,480.00	\$ 6,480.00	\$ 6,480.00	\$ 6,480.00	\$ 6,480.00	\$ 76,438		
Payroll - Security	\$ 4,655.00	\$ 3,820.00	\$ 4,328.00	\$ 4,783.00	\$ 4,546.00	\$ 4,357.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 48,989		
Payroll-Mgt/Marketing	\$ -	\$ -	\$ -	\$ -	\$ 8,220.00	\$ 8,220.00	\$ 8,220.00	\$ 8,220.00	\$ 8,220.00	\$ 8,220.00	\$ 8,220.00	\$ 8,220.00	\$ 65,760		
Telephone/Internet/Cameras	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 7,316		
Onsite Cell Phone													\$ -		
BGE	\$ 3,695.00	\$ 3,227.00	\$ 3,544.00	\$ 2,373.00	\$ 2,036.00	\$ 1,795.00	\$ 1,795.00	\$ 1,795.00	\$ 3,122.33	\$ 3,122.33	\$ 3,122.33	\$ 3,122.33	\$ 32,749		
Water and Sewage	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 120,000		
Maintenance -General						\$ 40.00							\$ 40		
Maintenance - HVAC	\$ 570.00	\$ 759.00	\$ 783.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 7,242		
Marketing and Advertising													\$ -		
Trash Removal	\$ 1,000.00	\$ 795.00	\$ 885.00	\$ 797.00	\$ 1,289.00	\$ 1,625.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 11,791		
Recycling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Pest Control	\$ 608.00	\$ 683.00	\$ 643.00	\$ 608.00	\$ 608.00	\$ 608.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 7,898		
Supplies	\$ 834.00	\$ 375.00	\$ 597.00	\$ 1,124.00	\$ 1,765.00	\$ 454.00	\$ 538.17	\$ 538.17	\$ 538.17	\$ 538.17	\$ 538.17	\$ 538.17	\$ 8,378		
Security Supplies	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 171.00	\$ 2,052		
Total Expense	\$ 27,665.65	\$ 26,626.65	\$ 28,243.65	\$ 27,572.65	\$ 35,962.65	\$ 34,929.65	\$ 33,723.82	\$ 33,723.82	\$ 35,051.15	\$ 35,051.15	\$ 35,051.15	\$ 35,051.15	\$ 388,653		
NOI	\$ (12,303)	\$ (11,264)	\$ (12,881)	\$ (12,210)	\$ (21,500)	\$ (20,467)	\$ (20,657)	\$ (20,657)	\$ (20,754)	\$ (23,580)	\$ (23,580)	\$ (23,580)	\$ (223,431)		



2020 - 2021 Operating Budget

	2020																	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun						
Hollins Shed																		
Bernie's	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 1,320	\$ 15,840			
Jack's	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 17,868			
Mike's Lunch	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 1,312	\$ 15,747			
Lauman's	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 1,465	\$ 17,580			
L&R	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 1,411	\$ 16,932			
V1	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 1,704	\$ 20,450			
V3	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 2,104	\$ 25,250			
Taste of the Orient	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 1,076	\$ 12,917			
V5	\$ 1,000	\$ 1,000	\$ 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			
Eddie's	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 1,231	\$ 14,769			
V8	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 1,938	\$ 17,438			
Bar	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 24,000			
Coffee	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 7,200			
Prepared	\$ 1,000	\$ 1,000	\$ 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			
ATM	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 360	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 8,680			
Vacancy Factor	\$ (10,346)	\$ (10,346)	\$ (6,042)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (2,104)	\$ (45,670)			
	\$ 9,664	\$ 9,664	\$ 13,969	\$ 17,906	\$ 17,906	\$ 17,906	\$ 17,906	\$ 17,906	\$ 18,996	\$ 18,996	\$ 18,996	\$ 18,996	\$ 18,996	\$ 18,996	\$ 193,001			
Shed-Total																		
CAM	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041	\$ 72,486			
CAM Vacancy Factor	\$ (3,065)	\$ (2,523)	\$ (2,012)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (610)	\$ (13,091)			
Direct Water Income													\$ -					
Art Revenue	\$ -													\$ -				
Event Income	\$ 200	\$ 200	\$ 200					\$ 200						\$ 800				
Sponsorship Income													\$ -					
Grant Income	\$ -											\$ 10,000				\$ 10,000		
													\$ 70,195					
Total Income	\$ 12,840	\$ 13,382	\$ 18,197	\$ 23,337	\$ 23,337	\$ 23,537	\$ 23,337	\$ 23,337	\$ 24,427	\$ 24,427	\$ 34,427	\$ 24,427	\$ 24,427	\$ 24,427	\$ 263,196			

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Payroll - Custodial	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 80,196	
Payroll - Security	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 55,860	
Payroll-Mgt/Marketing													\$ -	
Telephone/Internet/Cameras	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 7,316	
Onsite Cell Phone	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 504	
BGE	\$ 3,695.00	\$ 3,227.00	\$ 3,227.00	\$ 2,373.00	\$ 2,036.00	\$ 1,795.00	\$ 1,795.00	\$ 1,795.00	\$ 3,122.33	\$ 3,122.33	\$ 3,122.33	\$ 3,122.33	\$ 32,432	
Water and Sewage	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000	
Maintenance - Plumbing	\$ 39.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 249.00	\$ 488.00	\$ 488.00	\$ 488.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 2,025	
Maintenance - General	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 2,016	
Maintenance - HVAC	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 6,840	
Repair Equipment	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 156	
Marketing and Advertising	\$ 2,600.00	\$ 3,100.00	\$ 2,700.00	\$ 1,800.00	\$ 1,200.00	\$ 2,200.00	\$ 200.00	\$ 1,200.00	\$ 200.00	\$ 400.00	\$ 3,200.00	\$ 2,200.00	\$ 21,000	
Trash Removal	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 10,800	
Recycling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Pest Control	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 8,280	
Supplies	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 10,008	
Uniforms	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 926	
Landscaping/Holiday Décor			\$ 500.00		\$ 2,000.00								\$ 3,000	
Snow Removal							\$ 500.00	\$ 500.00	\$ 500.00				\$ 1,500	
Misc.	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 646	
Total Expense	\$ 24,129.65	\$ 24,161.65	\$ 24,261.65	\$ 22,007.65	\$ 23,280.65	\$ 22,278.65	\$ 20,778.65	\$ 21,778.65	\$ 21,656.98	\$ 21,356.98	\$ 24,656.98	\$ 23,156.98	\$ 273,505	
NOI	\$ (11,290)	\$ (10,780)	\$ (6,064)	\$ 1,329	\$ 56	\$ 1,258	\$ 2,558	\$ 1,558	\$ 2,770	\$ 3,070	\$ 9,770	\$ 1,270	\$ (4,495)	

2020 - 2021 Operating Budget

	2020																	
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun						
Hollins Shed																		
Bernie's	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 1,360	\$ 16,315		
Jack's	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 1,534	\$ 18,404		
Mike's Lunch	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 1,351	\$ 16,216		
Lauman's	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 1,509	\$ 18,107		
L&R	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 1,453	\$ 17,440		
V1	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 1,755	\$ 21,061		
V3	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 2,167	\$ 26,005		
Taste of the Orient	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 1,108	\$ 13,299		
V5	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 12,360		
Eddie's	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 1,268	\$ 15,215		
V8	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 1,996	\$ 17,965		
Bar	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 2,060	\$ 24,720		
Coffee	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 618	\$ 7,416		
Prepared	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 1,030	\$ 12,360		
ATM	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 1,450	\$ 17,400		
Vacancy Factor	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (2,167)	\$ (26,004)		
	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 19,523	\$ 228,282		
Shed-Total																		
CAM	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 6,222	\$ 74,661		
CAM Vacancy Factor	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (628)	\$ (7,540)		
Direct Water Income																\$ -		
Art Revenue	\$ -															\$ -		
Event Income	\$ 200	\$ 200	\$ 200				\$ 200									\$ 800		
Sponsorship Income																\$ -		
Grant Income	\$ -											\$ 10,000				\$ 10,000		
																\$ 77,921		
Total Income	\$ 25,316	\$ 25,316	\$ 25,316	\$ 25,116	\$ 25,116	\$ 25,316	\$ 25,116	\$ 25,116	\$ 25,116	\$ 25,116	\$ 25,116	\$ 35,116	\$ 25,116	\$ 25,116	\$ 306,203			

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun						
Payroll - Custodial	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 6,683.00	\$ 80,196					
Payroll - Security	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 4,655.00	\$ 55,860					
Payroll-Mgt/Marketing													\$ -					
Telephone/Internet/Cameras	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 609.65	\$ 7,316					
Onsite Cell Phone	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 504					
BGE	\$ 3,695.00	\$ 3,227.00	\$ 3,227.00	\$ 2,373.00	\$ 2,036.00	\$ 1,795.00	\$ 1,795.00	\$ 1,795.00	\$ 3,122.33	\$ 3,122.33	\$ 3,122.33	\$ 3,122.33	\$ 32,432					
Water and Sewage	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 30,000					
Maintenance - Plumbing	\$ 39.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 249.00	\$ 488.00	\$ 488.00	\$ 488.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 39.00	\$ 2,025					
Maintenance - General	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 168.00	\$ 2,016					
Maintenance - HVAC	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 570.00	\$ 6,840					
Repair Equipment	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 13.00	\$ 156					
Marketing and Advertising	\$ 2,600.00	\$ 3,100.00	\$ 2,700.00	\$ 1,800.00	\$ 1,200.00	\$ 2,200.00	\$ 200.00	\$ 1,200.00	\$ 200.00	\$ 400.00	\$ 3,200.00	\$ 2,200.00	\$ 21,000					
Trash Removal	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 10,800					
Recycling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Pest Control	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 690.00	\$ 8,280					
Supplies	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 834.00	\$ 10,008					
Uniforms	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 77.17	\$ 926					
Landscaping/Holiday Décor			\$ 500.00		\$ 2,000.00							\$ 500.00	\$ 3,000					
Snow Removal							\$ 500.00	\$ 500.00	\$ 500.00				\$ 1,500					
Misc.	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 53.83	\$ 646					
Total Expense	\$ 24,129.65	\$ 24,161.65	\$ 24,261.65	\$ 22,007.65	\$ 23,280.65	\$ 22,278.65	\$ 20,778.65	\$ 21,778.65	\$ 21,656.98	\$ 21,356.98	\$ 24,656.98	\$ 23,156.98	\$ 273,505					
NOI	\$ 1,186	\$ 1,154	\$ 1,054	\$ 3,108	\$ 1,835	\$ 3,037	\$ 4,337	\$ 3,337	\$ 3,459	\$ 3,759	\$ 10,459	\$ 1,959	\$ 38,686					

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Marketing Detail Budget

	<u>2020</u>													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun		
Social Media (In House)													\$	-
Website Hosting													\$	-
Online Advertising													\$	-
Google/Yelp/Trip Advisor													\$	-
Print Advertising													\$	-
Visit Baltimore													\$	-
Baltimore Mag													\$	-
Neighborhood Newsletters														
Brochure for B&O and other sites			\$ 1,000											
Direct Mailer to Neighborhood					\$ 1,000			\$ 1,000					\$	2,000
Design	\$ 500					\$ 500				\$ 200			\$	1,200
Community/School Donations			\$ 100	\$ 200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$	1,100
Events													\$	-
													\$	-
			\$ 500			\$ 500							\$	1,000
MONTHLY FRIDAY CONCERTS (May - September)	\$ 2,000	\$ 2,000	\$ 2,000								\$ 2,000	\$ 2,000	\$	10,000
SOWBO Festival Booth														
Trick or Treat at the Market				\$ 1,000										
Holiday Cookie Tour						\$ 1,000								
Bike Party TBD											\$ 1,000			
Misc.				\$ 500									\$	500
Membership Dues	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$	1,200
Total:	\$ 2,600	\$ 3,100	\$ 2,700	\$ 1,800	\$ 1,200	\$ 2,200	\$ 200	\$ 1,200	\$ 200	\$ 400	\$ 3,200	\$ 2,200	\$	21,000

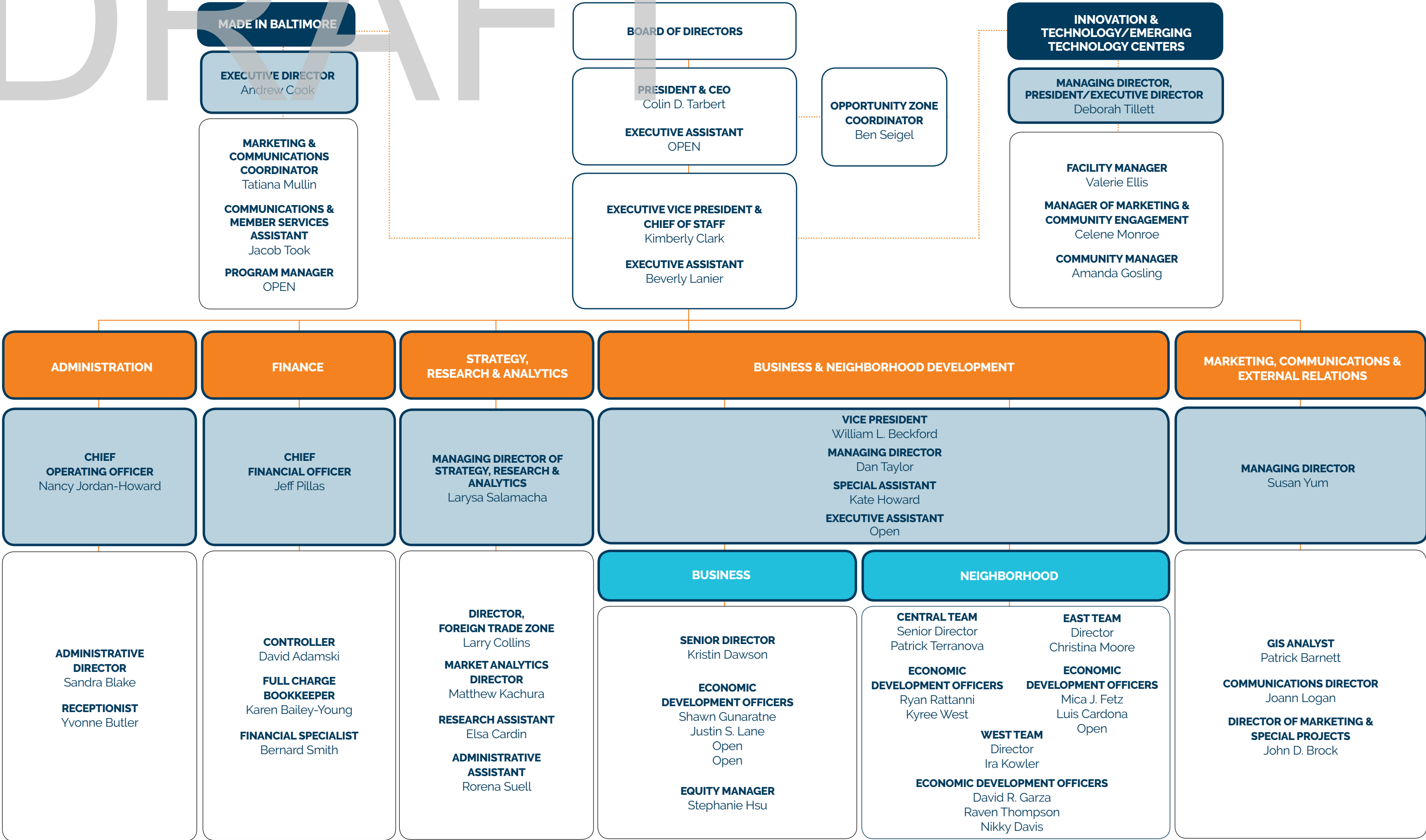


	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
INCOME															
Rental Income	238,671	245,831	253,206	260,802	268,626	276,685	284,986	293,535	302,341	311,412	320,754	330,376	340,288	350,496	361,011
Vacancy Factor	(45,670)	(24,583)	(25,321)	(26,080)	(26,863)	(27,669)	(28,499)	(29,354)	(30,234)	(31,141)	(32,075)	(33,038)	(34,029)	(35,050)	(36,101)
NET RENTAL RECIEPTS	193,001	221,248	227,885	234,722	241,764	249,017	256,487	264,182	272,107	280,270	288,678	297,339	306,259	315,447	324,910
15 Common Area Fee	72,486	74,661	76,900	79,207	81,584	84,031	86,552	89,149	91,823	94,578	97,415	100,338	103,348	106,448	109,642
Vacancy Factor (CAM)	(13,091)	(7,540)	(7,766)	(7,999)	(8,239)	(8,486)	(8,740)	(9,003)	(9,273)	(9,551)	(9,837)	(10,133)	(10,437)	(10,750)	(11,072)
Administrative Fee															
Misc. Income	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
TOTAL OTHER INCOME	70,195	77,921	79,935	82,009	84,145	86,345	88,612	90,946	93,350	95,827	98,378	101,005	103,711	106,498	109,369
TOTAL INCOME	263,196	299,169	307,820	316,731	325,909	335,362	345,099	355,128	365,457	376,097	387,056	398,344	409,970	421,945	434,280
EXPENSES															
Payroll-Custodial	80,196	82,602	85,080	87,632	90,261	92,969	95,758	98,631	101,590	104,638	107,777	111,010	114,340	117,771	121,304
Payroll-Security	55,860	57,536	59,262	61,040	62,871	64,757	66,700	68,701	70,762	72,885	75,071	77,323	79,643	82,032	84,493
Payroll-Mgt/Marketing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephone/Internet/Cameras	7,316	7,535	7,762	7,994	8,234	8,481	8,736	8,998	9,268	9,546	9,832	10,127	10,431	10,744	11,066
Telephone & Pagers	504	519	535	551	567	584	602	620	638	658	677	698	719	740	762
Gas & Electric	32,432	33,405	34,407	35,439	36,503	37,598	38,726	39,887	41,084	42,316	43,586	44,893	46,240	47,627	49,056
Water & Sewage	30,000	30,900	31,827	32,782	33,765	34,778	35,822	36,896	38,003	39,143	40,317	41,527	42,773	44,056	45,378
Maintenance-Repairs: General	2,016	2,076	2,139	2,203	2,269	2,337	2,407	2,479	2,554	2,630	2,709	2,791	2,874	2,961	3,049
Maintenance-Repairs: Plumbing	2,025	2,086	2,148	2,213	2,279	2,348	2,418	2,490	2,565	2,642	2,721	2,803	2,887	2,974	3,063
Maintenance-Repairs: HVAC	6,840	7,045	7,257	7,474	7,698	7,929	8,167	8,412	8,665	8,925	9,192	9,468	9,752	10,045	10,346
Repair-Equipment	156	161	166	170	176	181	186	192	198	204	210	216	222	229	236
Marketing & Advertising	21,000	21,630	22,279	22,947	23,636	24,345	25,075	25,827	26,602	27,400	28,222	29,069	29,941	30,839	31,764
Trash Removal	10,800	11,124	11,458	11,801	12,155	12,520	12,896	13,283	13,681	14,092	14,514	14,950	15,398	15,860	16,336
Pest Control	8,280	8,528	8,784	9,048	9,319	9,599	9,887	10,183	10,489	10,804	11,128	11,461	11,805	12,159	12,524
Supplies: Custodial	10,008	10,308	10,617	10,936	11,264	11,602	11,950	12,309	12,678	13,058	13,450	13,853	14,269	14,697	15,138
Supplies: Uniforms	926	954	982	1,012	1,042	1,073	1,106	1,139	1,173	1,208	1,244	1,282	1,320	1,360	1,401
Landscaping/Holiday Décor	3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032	4,153	4,277	4,406	4,538
Snow Removal	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	2,076	2,139	2,203	2,269
Misc.	646	665	685	706	727	749	771	794	818	843	868	894	921	949	977
TOTAL EXPENSES	273,505	281,710	290,161	298,866	307,832	317,067	326,579	336,377	346,468	356,862	367,568	378,595	389,953	401,651	413,701
NET OPERATING INCOME	(10,309)	17,459	17,659	17,864	18,076	18,295	18,519	18,751	18,990	19,235	19,488	19,749	20,017	20,294	20,579

## Attachment F: Food Retail/Healthy Corner Store Initiatives

BDC Organizational Chart  
Food Access Map  
Baltimore Office of Sustainability Leverage Commitment

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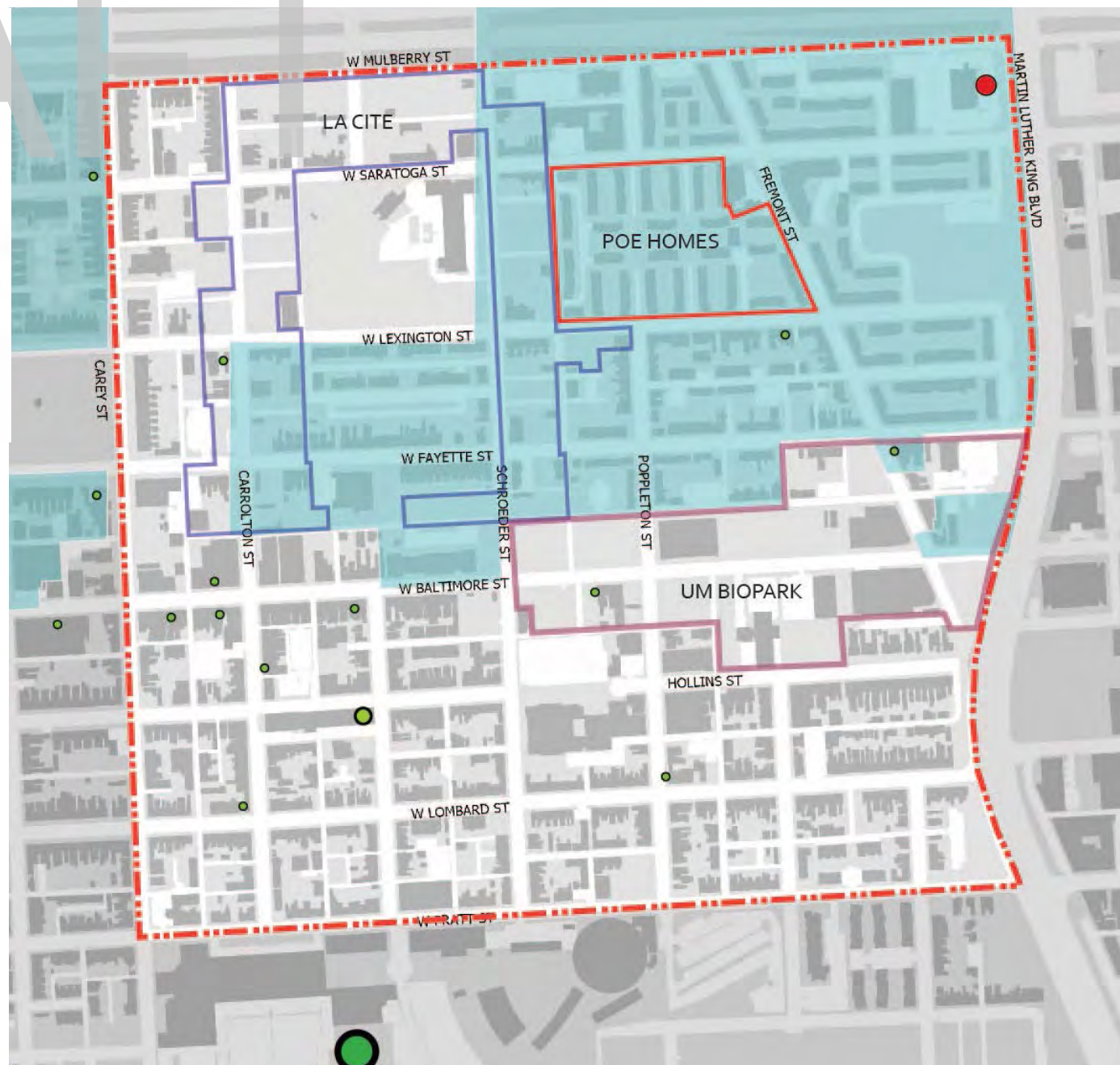




# DRAFT

## Food Access

- Study Area
- Poe Homes Site
- La Cite Development Site
- UM Biopark
- Convenience, Corner and Discount Stores
- Pharmacy
- Public Market
- Supermarket
- Food Desert



# DRAFT



January 9, 2020

Brian Greenan  
Transform Poe Project Manager  
Housing Authority of Baltimore City  
417 East Fayette Street  
Baltimore, MD 21202

Dear Mr. Greenan,

The Baltimore Food Policy Initiative (BFPI) wholeheartedly supports Baltimore Development Corporation (BDC) and its proposal to the Transform Poe Choice Neighborhoods Initiative. BFPI uses food as a catalyst to address health, economic, and environmental disparities in Healthy Food Priority Areas, areas where residents face compounded challenges in accessing healthy foods. BDC has been a critical partner in BFPI for nearly a decade and continues to be a key agency lead in our interagency approach to create food access strategies and implement programs and policies with multi-sector support.

There are over 500 corner stores across the city, many of which are located in Priority Areas and typically carry few healthy options. The 2017 Resident Food Equity Advisors (RFEA) – a cohort of City residents that work with BFPI to collectively drive equitable food policies through an inclusive, collaborative process – identified small food retail as a policy issue they wanted to address. From 2018 through 2019, BFPI worked with RFEA to create and begin implementing a set of recommendations around small food retail. Recommendations emphasized the importance of improving the quality of food as well as the physical environment of stores to provide a clean, safe and accessible shopping experience. The third component focuses on supporting stores to ensure that they have the resources they need to be economically viable businesses that serve their communities, which complements this BDC proposal.

As a result of these recommendations and the work of the advisors, BFPI was successful in creating the Healthy Food Priority Area Fund to support its food access work, especially around corner stores. We have earmarked \$50,000 as matching funds to BDC to provide interior fit improvements to at least five corner stores in the project area.

Our organization fully supports the work of BDC and we believe funding from Transform Poe will advance our collaborative efforts in corner stores in the coming years.

Sincerely,

Holly Freishtat, Food Policy Director  
Baltimore City Office of Sustainability  
[Holly.freishtat@baltimorecity.gov](mailto:Holly.freishtat@baltimorecity.gov), (410) 396-9509