



Choice Neighborhoods Initiative Transformation Plan for Russell

FY2014 CNI Planning Grant

Louisville Metro Housing Authority, Lead Applicant
In Partnership with the Russell Community

And Louisville Metro Government

Annotated Outline - January 15, 2016

I. Executive Summary.....	XX
II. Community and Neighborhood Context	XX
III. Neighborhood Planning and Community Engagement.....	XX
IV. NEIGHBORHOOD Strategy.....	XX
V. HOUSING Strategy	XX
VI. PEOPLE Strategy.....	XX
VII. EDUCATION Strategy.....	XX
VIII Implementation	XX

Attachments to the Outline (As of 1/15/16):

1. Existing Conditions Presentation
2. Analysis of Existing Conditions
3. Beecher Terrace resident survey instrument and results
4. Russell neighborhood survey instrument and results
5. Russell Business survey instrument (survey underway; results not yet available)
6. Windshield survey instrument (survey underway; results not yet available)
7. Matrix of Existing Services and Programs (In progress)
8. Environmental Assessment
9. Cradle to Career: Louisville model
10. Sustainable Design Assessment Preliminary Presentation
11. Market Study



Introduction of the Russell Choice Neighborhood Transformation Plan by:

The Mayor
Metro Council Representatives
LMHA Executive Director and Board Chair and/or
Task Force Co-leads

I. EXECUTIVE SUMMARY

A. Target Site and Neighborhood

- Target neighborhood
- Target site

B. Highlights of The Transformation Plan

- Overall Vision
- Key Initiatives
- Key planning partners

C. Highlights of Recent/Ongoing Planning Efforts and Initiatives

D. Implementation

- Lead partners
- Financing
- Timeline (short-term, medium term and long-term)
- Measuring Success and Change

II. COMMUNITY AND NEIGHBORHOOD CONTEXT

A. Overview and context (maps)

B. History of Russell

C. Demographic profile of Russell

- a. 3,772 households; 9,590 residents
- b. 41% of households include children
- c. 30% unemployment; 46% not in the labor force
- d. Patterns of concentration - 60% poverty rate, 41% of households include at least one household member with a disability, 91% Black

D. Existing Assets and Opportunities (with maps and photos)

- a. Location: Russell is directly adjacent to Louisville's Central Business District, also referred to as Downtown Louisville.
- b. Education, Schools and Anchor Institutions: Three neighborhood public elementary schools (Roosevelt-Perry, Coleridge-Taylor, Byck), one high school (Central), and a Montessori pre-K program (Coleridge-Taylor). Post secondary schools serving the area include Jefferson Community and Technical College, University of Louisville, Simmons College (designated 107th historically black college by US Dept. of Education), Bellarmine University, and Spalding University.
- c. Community Partners and Resources: Russell has many service providers and local institutions that serve a variety of needs in the community, and the majority are engaged in the planning effort (See attached "Existing Services Matrix").
- d. Affordable Housing: In addition to Beecher Terrace (768 units), six locations provide 1,061 units of subsidized housing for residents; this is also a challenge
- e. Alignment with Existing Planning Efforts
 - SDAT – American Institute of Architect's Sustainable Design Assistance Team recommendations for the Muhammad Ali corridor
 - TIGER Grant - \$16.9M grant to improve Dixie Highway, a portion of which runs through Russell (nearly \$30M in total committed funds) Complete Streets, Bus Rapid Transit (BRT) and intelligent transportation systems upgrades (ITS technology) ,
 - Lots of Opportunity – City effort to reposition blighted and vacant properties
 - NRSA – Planning effort to designate Russell as a Neighborhood Revitalization Strategy Area
 - Neighborhood Plan – Final Russell CNI Transformation Plan will be adopted by Louisville Metro Council as the official Neighborhood Plan
 - Priority Project Area (PPA) Designation
 - Bus Rapid Transit (BRT) Plan – See TIGER above
 - Moving To Work (MTW) Annual Plan – LMHA and HUD approved MTW plan
 - Comprehensive Bicycle Plan – City-led planning underway
 - Move Louisville – multimodal transportation strategic plan addressing cars, freight, transit, biking and pedestrian needs in Louisville, including the Russell neighborhood (underway)

- f. Leveraging (Capitalizing on) Existing Programs, Developments and Services Initiatives to Harness Momentum (See attached “Existing Services Matrix” for additional details)
- RiverPark Plan
 - West Louisville Food Port – a \$58 million project that will turn a large, long-vacant parcel of land into an active food-focused commercial center; up to 250 permanent jobs local hiring preference; community benefits agreement.
 - Chef’s Space – 13,000 sq. ft. kitchen incubator accommodating up to 50 gastronomic entrepreneurs.
 - Community Ventures Coproration (CVC) – development of 29 new residential for sale homes on infill lots
 - Louisville Central Community Centers (LCCC) Old Walnut Campus – existing office space to attract new businesses
 - YMCA – planned new development adjacent to Russell with childcare, healthcare, swimming pool, fitness center, office space and other amenities
 - Walmart – Planned new retail/employment adjacent to Russell
 - Canaan CDC and HPI – plans to redevelop vacant building at 18th and Broadway (near Walmart site) into mixed-used property with commercial space and approximately 180 residential units.
 - Re-alignment of 18th Street at Broadway
 - Portland Green Infrastructure – to create variegated bump outs at 19th and Market Streets to address storm water management
 - St. Peter’s United Church of Christ – plans to redevelop church site into retail, offices and community services, housing
 - Blueprint for Safe and Healthy Neighborhoods – Action plan to reduce violent crimes in Louisville
 - Healthy Louisville 2020 – Louisville Metro Department of Public Health And Wellness’s City-wide roadmap to improve health outcomes in Louisville by 2020 and decrease disparities in health outcomes
 - Lifelong Learning: Mayor’s initiative aimed at raising educational attainment in Louisville. Main plans include:
 - 55K Degrees – collaboration of top education, business and civic leaders working to create a college-going culture and add 55,000 additional two and four-year degreed residents by 2020.
 - Out-of-School Time Coordinating Council – Louisville Metro Government, JCPS and Metro United Way’s work with the Wallace Foundation to create better enriching activities for children during non-school hours.
 - Close the Deal – another collaborate effort that helps students in schools with low college-going rates apply for admission, scholarships and financial aid.
 - LEEP – the Louisville Education and Employment Partnership program’s efforts to help students at risk of dropping out successfully transition to college, a career, or the military.
 - Kindergarten Countdown and Cultural Pass – two programs that enable children to attend cultural events and museums for free during the summer to make sure that every child has enriching opportunities.
 - The Mayor’s SummerWorks Program – an ongoing program overseen by KentuckianaWorks that provides summer jobs for Louisville’s youth (employed 2,000 area youth in 2014)
 - The Louisville Free Public Library Western Branch, historical Carnegie library, first US public library built for African Americans.

- Metropolitan College – an innovative program that began in 1998 to provide tuition-free education to students at U of L or JCTC who work on UPS’s critical night shift.
- Early Education 40210: Meeting the Challenge: Building Momentum for Economic Prosperity through Early Childhood Education – Bingham Fellows collaboration with Metro United Way, Jefferson County Public Schools and Louisville Free Library to increase kindergarten readiness in the 40210 zip code (which includes Russell. The goal is to increase readiness to 77% by 2020.
- Cradle to Career: Louisville’s cradle to career education pipeline initiative.
- Samuel Plato Academy of Historic Preservation Trades – training for area residents to learn historic preservation skills
- Bank On Louisville – expanding access to financial services to the unbanked or underserved communities

E. Neighborhood Conditions Findings

- a. Land Use and Zoning: 48% of land area is housing; 16% is public/semipublic uses; 16% industrial uses; 14% commercial uses; 6% vacant. Substantial amount of property owned by the neighborhood’s faith-based community.
- b. Vacancy - 460 vacant properties but no distinct patterns or concentration
- c. Available Retail and Access to Jobs – limited currently though they create 2,500 jobs in Russell (only 100 held by Russell residents)
- d. Public safety – violent crime is 2.8 times higher in Russell than the metro area
- e. Transportation and Access: 74% of residents do not have access to a car; Russell is well served by public transportation (5 routes have more than 60 trips per day); 95% of survey respondents say they are very or somewhat satisfied with public transportation. Cross-town transit connections are more challenging disconnecting residents from job opportunities in eastern part of the city.
- f. Education and Schools - 2,337 school aged children attend 126 schools
- g. Infrastructure, streets, bicycle paths – connected street grid is an asset but dominated by vehicular traffic; growing bicycle network
- h. Parks and Open Space: 13.8 acres of existing parks in 5 locations; available park space is 1.5 acres for every 1,000 residents, below the 22.4 acres per 1,000 in the metro area; tree canopy is 20%, less than the 25% target for urban residential neighborhoods
- i. Health and education facilities

F. Housing and Architectural Character

- a. Architectural character: diverse architectural styles (shotguns, Victorian, Italianate, federalist, bungalows)
- b. Neighborhood housing stock: 4,802 housing units; 38% of all housing is either public housing or project-based voucher housing units; 20% of housing units are vacant; 18% owner occupancy
- c. Historic resources: three National Register historic districts with 1,486 historic structures
- d. Beecher Terrace Public Housing Site
 - 768 units (47% are 1BRs, 32% are 2BRs, 21% are 3BRs)
 - 31.4 acres
 - Other site uses: Baxter Community Center, the adjoining Baxter Park and Old Walnut Park. Louisville Central Community Center’s Mini-versity Early Childhood Learning Center and the Church of Our Merciful Saviour are also located on the Beecher site.

- Description of existing site plan, design deficiencies

G. Findings from Technical Studies

- a. Market study - strong demand for affordable rental units; weak demand for unsubsidized rental units; limited demand for homeownership units
- b. Environmental Assessment - some known brownfield sites (14 sites) per July 2015 report (See attached report)

H. Data Sources

- a. Jefferson County Public Schools Data Management, Planning, and Program Evaluation Department
- b. Jefferson County PVA
- c. Louisville/Jefferson County Information Consortium (LOJIC)
- d. Louisville Metro Open Data Portal
- e. Louisville Metro Police Department Crime Information Center
- f. Louisville Metro Public Health and Wellness, *Healthy Louisville 2020*
- g. Louisville Metro Public Health and Wellness Center for Health Equity, *Louisville Metro Health Equity Report: The Social Determinants of Health in Louisville Metro Neighborhoods*
- h. U.S. Census Bureau
- i. Resident and Neighborhood Surveys

III. NEIGHBORHOOD PLANNING AND COMMUNITY ENGAGEMENT

A. Planning Team Structure

- a. Lead Applicant: Louisville Metro Housing Authority, in partnership with Louisville Metro Government
- b. Coordinating Committee membership and structure
- c. Task Force membership and planning structure
 - Neighborhood
 - Housing
 - People
 - Education

B. Methods of Engagement

- a. Coordinating Committee Meetings
- b. Task Force Meetings – reminder notices sent via email/mail before each meeting, telephone outreach, published in Calendar of Events
 - *Housing*
 - DATES and short description for each meeting
 - Future regular TF meetings to continue on a monthly; sub-groups meet as needed
 - *Neighborhood*
 - DATES and short description for each meeting
 - Future regular TF meetings to continue on a monthly; sub-groups meet as needed
 - *People*
 - DATES and short description for each meeting
 - Future regular TF meetings to continue on a monthly; sub-groups meet as needed
 - *Education*
 - DATES and short description for each meeting
 - Future regular TF meetings to continue on a monthly; sub-groups meet as needed
- c. Resident/Community Meetings and Workshops
 - Press Conference/Grant Announcement (January 2015)
 - Resident Meeting/Community Kick Off (March 2015)
 - Joint Task Force Meeting and Community Meeting on Existing Conditions Report (July 2015)
 - Sustainable Design Assessment Team Design Charrette/Neighborhood TF Meeting (August 2015)
 - Community Design Workshop (October 2015)
 - Resident Meeting/CNI Action Grant Opportunity (January 2016)
 - Community Workshop – (TBD - March 2016)
 - Other Meetings/Workshops - TBD
- d. Community Conversations
 - Bus/Walking Tour and PhotoVoice Activity (September 12, 2015)

- Education (December 10, 2015)
- Workforce and Economic Development (TBD)
- Building a Safe Neighborhood (TBD)
- Others (TBD)

e. Kitchen Conversations

- Small group discussion outreach effort designed by NOWs
- First Kitchen Conversation held on January 6, 2016 at Russell Apartments - discussion focused on health; 15 residents attended.
- Russell Youth – TBD
- Beecher Terrace residents – TBD
- Other topics and dates - TBD

f. Stakeholder Interviews

- Individual stakeholder meetings conducted throughout the planning process

g. Focus Groups

- Housing Types Preferences
- Homeowner Supports
- Housing Choice Voucher Program and HO counseling program participants
- Faith Based Community Supports

h. Other Meetings/Events

- Russell Youth
- Faith-based community (quarterly)
- Elected Official Briefings (Metro Council, Mayor, State Senators, Congress people)
- Partner events/meetings
 - Choose Russell Meetings
 - Food Port Community Council meetings (monthly)
 - Louisville Central Community Centers Youth Run
 - Kentucky Center for African American Heritage – African Heritage Festival
 - Community Ventures Corporation – Chef Space/Cedar Street Development press conferences
- Others

C. Community and Planning Surveys

a. Beecher Terrace Resident Survey

- Detailed survey of the residents at Beecher Terrace administered door-to-door by LMHA Resident Services staff
- Completed June 2015; 78% response rate
- Data gathered on household composition; income, employment and public benefits; adult education and training; economic development; supportive services; special needs; children and youth/ education and services; adult and children's health; neighborhood and safety; housing preferences; and methods of engagement
- Highlights of the survey shared with residents, the community and stakeholders
- Results available on LMHA website (see attached Powerpoint presentation, report and data tables)

- b. Russell Neighborhood Survey
 - Multi-modal approach (on-line, computers, tablets, hard copies, door-to-door, group meetings, events, etc.) to reach 10% of neighborhood residents; 309 of the 3,075 Russell households participated (excluding those who live in Beecher Terrace)
 - 5 Neighborhood Outreach Workers (NOWs) canvassed the community
 - Network of community partners helped to publicize the survey
 - Community Engagement team / NOWs dropped off hard-copy surveys at key community gathering spots (restaurants, churches, etc.) and attended neighborhood events to survey residents in person
 - Offered incentives, including those donated by local businesses to promote participation, i.e. gift cards, gift baskets, services, etc.
 - Completed October/November 2015
 - Highlights of the survey shared with residents, the community and stakeholders
 - Results available on LMHA website (see summary in the draft Existing Conditions Chapter and data tables)

- c. Business Survey (underway)
 - Neighborhood TF project
 - Electronic survey targeting existing businesses (see attached survey instrument)
 - Advance postcards mailed in October 2015
 - Network of community partners helped to publicize the survey; press coverage
 - NOWs and Louisville Metro Government Department of Economic Development contacting individual businesses

- d. Windshield survey (underway)
 - Block level and parcel level surveys of high priority neighborhood blocks identified as potential early development locations
 - Conducted by NOWs
 - Louisville Central Community Centers Youth Council involvement pending to survey properties on Muhammad Ali Boulevard

D. Communications

- Russell CNI Communications/PR Consultant
- Websites - LMHA, Vision Russell (under construction), Louisville Metro Government, Other Partners
- Facebook and Twitter (launched in January 2016)
 - Vision Russell
 - Beecher Terrace Resident Council
- Newsletters
 - Neighborhood – monthly or bi-monthly (mailed to all Russell households)
 - Beecher Terrace – special topic issues (e.g. relocation)
 - Louisville Metro Council Members (Tandy, James, Bryant-Hamilton)
- Fliers
 - Events, meetings, workshops
 - Fact Sheet
 - Calendar of Events
 - Task Force sign-up sheets
- Banners/Signage
- Mobile Message Boards

- Marquees
- Exhibits
 - PhotoVoice
 - Vision Tree
 - Others
- Announcements at Faith Based Communities
 - During services
 - At church events
 - In bulletins
- Media
 - Press releases
 - TV – WAVE, WLKY, WDRB, WHAS
 - Radio – WFPL, WUOL
 - Newspapers – articles and Op-eds
 - Courier Journal
 - Louisville Defender
 - Business First
 - LEO

E. Community Capacity Building

- a. New Directions Housing Corporation (NDHC), which serves as the Russell CNI Community Outreach Specialist, hired and works with five Neighborhood Outreach Workers (NOWs) to conduct ongoing outreach to community members and stakeholders. NOWs encourage community participation in planning activities and training opportunities utilizing a variety of methods (door to door, going where people are – such as neighborhood festivals, neighborhood apartment communities, churches, school events, etc.) NOWs regularly participate in Task Force and Coordinating Committee meetings and have attended several training opportunities (see details below).
- b. Two Beecher Terrace residents attended the October 2014 NeighborWorks America Community Leadership Institute (CLI) conference in Cincinnati and received a \$2,000 Action Grant. NDHC, a NeighborWorks Network Organization, coordinated the training visit and action plan. Action Grant Funds were spent to create a two-session mini-neighborhood institute featuring east and western Louisville neighborhood assets. To do this, the Neighborhood Roundtable coordinated resident leaders, materials and rented buses to take residents and stakeholders to four neighborhoods, including Russell, as a mobile clinic. Seven additional representatives from Louisville also attended the 2014 CLI training opportunity.
- c. Six CNI team members, including one Beecher Terrace resident, two LMHA staff members, one Metro Government staff member, the Education Task Force co-lead, one Louisville Central Community Centers staff member and one NDHC staff member, attended the 2015 HUD Choice Neighborhood grantee conference in DC in April 2015.
- d. Eight CNI team members, including two NOWs, the People TF co-lead (who is also a faith-based leader), three other faith-based leaders, and two NDHC staff members represented Louisville at the August 2015 NeighborWorks Training Institute in Philadelphia. Participants were able to dialogue with other Choice Neighborhood grantees from across the country at this conference.

- e. Eight Russell community members and stakeholders attended the October 2015 Neighborhood Community Leadership Institute (CLI) in Louisville, hosted by NeighborWorks member organization NDHC. A second CLI Team represented the contiguous Portland Neighborhood with an additional six members. The Russell team attendees will receive a \$2,000 Action Grant in February 2016 thanks to a strong Action Plan proposal and will use the funds for strategic reconditioning of neighborhood vacant properties into gathering, gardening and arts community spaces. Louisville Metro Government has pledged a conditional matching grant to aid the effort.
- f. NDHC, as the host for the 2015 Community Leadership Institute, coordinated 13 urban mobile clinics and organized three on-site classes to aid the overall effort that brought over 1,000 grassroots leaders to Louisville from across the nation. NDHC orchestrated several special events to ensure that Russell residents and stakeholders could discuss the Choice Neighborhood Initiative with other grassroots leaders. Three of these mobile clinics brought 120 leaders to West Louisville's Portland, Russell and California neighborhoods. Russell's mobile clinic was lead by two residents, and featured multiple stakeholders to offer the history, legacy and future potential of the neighborhood plan to other participants. The mobile tour ended at the Harvest Festival at FoodPort – one of the most dramatic and potentially impactful projects currently underway in Russell.
- g. NDHC also hosted several creative Russell focused training sessions and media events in October with consultant Mike Schubert in addition to the 2015 NeighborWorks CLI:
 - A forum combined 14 *Roots & Wings* art activists with 10 NDHC Resident Services staff members to learn about the roles of art and healing in revitalization, and how this dovetails with market recovery
 - 30 stakeholders attended a Lunch & Learn session to hear a "TED Talk" styled review of the role of neighborhood marketing and branding's impact on recovery
 - A local public radio station aired a 10-minute piece about Choice Neighborhood Initiative revitalization methods.
- h. Planning 101 training session held by Louisville Metro Government urban planning staff in conjunction with October 10, 2015 Community Design Workshop
- i. NDHC's Russell Neighborhood Roundtable on December 14th – provided an overview of Vision Russell and the neighborhood planning and revitalization efforts underway. This event drew leadership from contiguous neighborhoods and other potential public and private partners to assist with the Russell CNI planning efforts.
- j. Center for Neighborhoods – 2015 Russell Neighborhood Institute - 22 Russell residents graduated in December 2015 including 2 NOWs.
- k. Center for Neighborhoods – 2016 Neighborhood Institute class starting in January 2016. CFN providing 5 training slots for Russell residents.
- l. Five CNI team members, including one Beecher Terrace resident, one of the co-leads from the People, Housing and Neighborhood Task Forces and a LMHA staff member, will be attending the 2016 HUD Choice Neighborhood grantee conference in DC in March 2016.
- m. Neighborhood Planning Boot Camp – TBD

- n. Planning 102 at Follow-up Design Workshop – March 2016
 - o. Visioning and collaboration sessions between Choose Russell, CARR, graduates from the Russell Institute with Center for Neighborhoods
- F. **Future Community Engagement** (after Transformation Plan is completed)
TBD

IV. NEIGHBORHOOD Strategy

A. Overall Vision for Neighborhood – *under development*

a. A neighborhood full of quality places to live

- a. A large community composed of distinct, walkable zones (some more historic, others more contemporary; some more mixed-use, others solidly residential) and each having a core of neighborhood services.
- b. Diverse housing choices serving a spectrum of ages, lifestyles and incomes.

b. A connected place, with connected people

- a. Consistent network of walkable, accessible streets and enhanced public transportation options connecting residents to schools, jobs, parks, services and each other.
- b. Intentionally linked to the adjacent downtown and broader city (removal of the perceived divide at 9th street).
- c. Safe walking and biking routes offering recreation and connection to community destinations.
- d. High speed internet infrastructure and enhanced communications networks (e.g. Google Fiber, electronic community and jobs bulletin boards)

c. A center for arts and culture – past, present and future

- a. Hub of African-American community history in Louisville, made evident throughout the neighborhood thorough public art, information signage and community events.
- b. Destination for current arts and cultural programming, focused along Muhammad Ali Boulevard.

d. A great place to grow and thrive

- a. Strong education opportunities for children and adults.
- b. A place for businesses and organizations to thrive; strong retail presence.
- c. Strong supports for neighborhood business employees and commitments to neighborhood reinvestment through community benefits agreements with mid to large size companies
- d. Louisville's hub for producing and enjoying food.
- e. A green place – known for tree-lined streets, historic parks and community gardens.

B. Key Neighborhood Challenges

- Concentrated poverty.
- Public safety concerns.
- Blighted and vacant properties.
- Lack of community amenities and retail.

C. Goals, Outcomes, Metrics and Strategies

Identify outcomes desired, evidence-based strategies to achieve outcomes, and metrics to assess short- and long-term outcomes – *currently under development*.

D. Neighborhood Strategies [further refinements underway]

Initial considerations/Emerging Themes

- a. Improve actual and perceived safety:
 - Physical improvements/lighting, visibility and eyes on the street;
 - Residential front doors located on street;
 - New policing approaches with increased community contact;
 - Community-owned solutions; community-based efforts (block groups, community building, etc.); and
 - Changing perception (branding).
- b. Reinforce Neighborhood identity
 - Emphasize character of east-west streets to provide consistent link through neighborhood (Chestnut Street - history; Muhammad Ali Boulevard- activity/arts & culture; Jefferson Street - generous breadth/sidewalks/bikeway/ cool market-oriented housing);
 - Define multiple sub-areas centered with unique identities to provide centers that break-down length of neighborhood along north-south streets (9th downtown link, 11th river link, 18th institutions & culture, 21st/22nd historic district core, 26th corner stores, 30th Food Port); and
 - Use public art, history, signage, and storytelling through programming to support placemaking efforts.
- c. Create safe, welcoming streets and improve transit/transportation service
 - Prioritizing streets for Complete Street treatment (sidewalks, bicycle lanes, landscaping);
 - Road diets and/or two-way travel conversion where possible (i.e. Jefferson St bike improvements, Muhammad Ali/Chestnut and 15th/16th two-way conversions);
 - Walkability and bike safety improvements;
 - Expanded lighting and street trees;
 - Improve transit stop amenities; and
 - Establish car share program (local business opportunity?)
- d. Improve, add and connect park/recreation/open space facilities
 - Improvements to existing facilities; expansion of programming for all ages;
 - Negotiate dual uses opportunities (e.g.: high school swimming pool available to the community when not in use);
 - 9th St as programmed connector to downtown and river, 11th St as link toward river and schools;
 - *Lots of Opportunity*-inspired vacant lot reuse;
 - Strategies to economically improve and increase use of existing parks and recreational facilities (for example: Central High School's swimming pool); and
 - Redesign the critical juncture at 9th Street and Muhammad Ali Boulevard as a gateway to the Russell neighborhood and connector to Downtown Louisville, while enhancing neighborhood amenities and green space
- e. Recreate Strong Neighborhood retail/service clusters
 - Enhancement of commercial corridor (Muhammad Ali Boulevard per the American Institute of Architects Sustainable Design Assessment Team (SDAT) report);
 - Entrepreneurship/incubator opportunities;
 - Marketing of commercial area and existing businesses;

- Strengthen existing retail/service centers; support new centers around existing corner store locations and at Broadway/18th, Ali/11th and Food Port;
 - Utilize low-cost, near-term “tactical urbanism” approaches (food trucks, farmers markets, flea markets, etc. – see SDAT recommendations) to help kick-start activity and supplement brick-and-mortar establishments;
 - Coordinate with business and job development agencies; and
 - Build upon recent and planned initiatives by neighborhood organizations and businesses (Louisville Central Community Centers, Community Ventures Corporation/Chef’s Space, St. Peter’s United Church of Christ/Molo Village, Seed Capital/Food Port, etc.).
- f. Sustainable Development (as defined by HUD’s Livability Principles) and locational efficiency (LEED-ND).
- g. Master plan/neighborhood schematics.

V. HOUSING Strategy

A. Overall Vision for Housing – *under development*

B. Key Housing Challenges

- High percentage of subsidized housing and concentrated poverty
- Weak market-rate housing market
- Number of current homeowners underwater on mortgages and/or who have high interest rates
- Deferred maintenance needs
- Public safety concerns
- Vacant and abandoned existing housing

C. Goals, Outcomes, Metrics and Strategies

Identify outcomes desired, evidence-based strategies to achieve outcomes, and metrics to assess short- and long-term outcomes

- Redevelop Beecher Terrace into mixed-income, mixed-use community
- Design of new housing is high quality, energy-efficient, and addresses safety and health issues
- Minimize displacement and disruption resulting from relocation of current Beecher Terrace households

D. Housing Strategies

a) Preserve and Enhance Existing Housing

- Repair existing owner-occupied housing (using incentives whenever possible)
- Explore low-equity/limited-equity housing co-ops as potential strategy to build wealth and maintain affordable homeownership
- Preserve affordability, encourage landlord property improvements, explore renter equity model as potential strategy to build wealth for renters, through efforts and partnerships by LMHA, community development organizations, Louisville Metro, and the private sector
- Historic preservation requirements and neighborhood design guidelines

b) Develop New Housing

- Larger strategic sites and small infill lots within neighborhood, inviting initiatives by a range of community organizations and private developers (New Directions Housing Corporation, Community Ventures Corporation, Housing Partnership Inc., Molo Village, Oracle Design Group, etc.)
- Partnership with private sector and non-profits to deliver quality housing
- Historic neighborhood designation requirements and neighborhood design guidelines

c) Beecher Terrace Revitalization

- Options Considered
 - Rehab vs. new construction

- Replace 1,320 existing bedrooms on site and/or in Russell versus some outside Russell
- Off-site replacement housing opportunities
- Housing program
 - Income mix (public housing, tax credit only, market-rate)
 - Bedroom mix (unit mix by income type)
 - Tenure (rental vs. homeownership units)
- Non-residential uses on-site:
 - Community Resource center
 - Park(s)/open spaces
 - Retail and services

E. Housing Design and Site Plan (will include preliminary site plans, unit plans, etc. in TP draft)

- Design standards/approach
 - Integrates feedback from community design workshop and other community feedback
 - Site planning to address 9th street ramp (stays or is demolished); building and parking locations, design to address safety concerns, design for multi-generational households, etc.
 - Reflects existing *Russell Neighborhood Design Guidelines*
- Green and energy efficient design elements – will design to EnergyStar, Enterprise Green Communities Criteria and LEED-ND for the new housing: Solar, geo-thermal and other energy efficient/storage technologies incorporated into construction as technologically feasible.
- Accessibility and Visitability – will meet or exceed local/state/federal accessibility requirements and maximize adaptable and visitable units to extent feasible
- Preliminary development phasing plan (with relocation)

F. Relocation Plan (under development)

- Relocation goal: Move once, if possible (build replacement housing first)
- Relocation preference: 52% interested in Section 8 voucher; 24% interested in another LMHA unit; 9% interested in moving to another unit in Russell; 15% need more information
- Right of return policy: 54% expressed an interest in returning to a new unit at Beecher; 35% do not wish to return and 11% were unsure
- Special considerations: 24% require a physically accessible unit; 19% were previously relocated from another HOPE VI site to Beecher and plan should be sensitive to previous relocation experiences
- Description of mobility counseling for voucher holders to encourage moves to neighborhoods of opportunity
- Approach to tracking relocated residents during and after redevelopment
- Integration of services with relocation

VI. PEOPLE Strategy

A. Overall Vision for People Component – under development

Four central areas or “Pillars” for the People Component of the Russell Transformation Plan:

- 1) Neighborhood Networking: There is a need for a central communications system for resources in the area and to build community connectivity and empowerment.
- 2) Good Health: physical, mental, resiliency
- 3) Financial stability/literacy: credit building programs, adult financial literacy
- 4) Employment readiness and opportunities

B. Summary of Priority Needs

- Disconnected community and limited awareness of existing programs
- High percentage of households with health insurance coverage and good access to primary medical care; but also high emergency room use; disproportionately high rates of chronic health issues including asthma, diabetes, hypertension, depression and cancer.
- Very low incomes; high unemployment rates with significant barriers to employment including disabilities; many who are employed are in low-paying positions and other under-employment issues (seasonal work, etc.);

C. Goals, Outcomes, Metrics, and Strategies

a) Neighborhood Networking – *under development*

- Inventory existing services and resources and develop a central communications system for disseminating information; provide a variety of means to engage and communicate including word of mouth and print materials.
- Create new venues for networking such as block groups and other informal grapevines, formal Neighborhood Association, Parent networks (modeled on Metro United Way), Kitchen conversations; Community conversations
- Focus on grass roots initiatives with volunteer support that can be successful and sustainable without an influx of funds.
- Locate services directly in the community.
- Continue partnership with Center for Neighborhoods, build upon its Russell Neighborhood Institute (RNI), and continue to build capacity among RNI graduates.

b) Good Health – *under development*

- Adopt Healthy Louisville 2020 agenda and emphasize priorities most pertinent to Russell
 - Improve access to health care.
 - Reduce % of un-insured.
 - Increase % of those with a medical home.
 - Reduce the use of emergency room services for non-emergency services
 - Partner with Park DuValle Health Center
 - Partner with University of Louisville’s Public Health Department
 - Address the high incidence of chronic disease.
 - Advocate for establishing a health insurance reimbursable program, i.e. national diabetes prevention and other CDC approved programs.

- Expand Complete Streets in the neighborhood to better accommodate cyclists and pedestrians.
 - Expand the Louisville Metro bike share program to include Russell.
 - Incorporate healthy eating and physical activity as part of extended school day activities.
 - Educate people on the importance of getting adequate, good quality sleep.
 - Conduct health impact assessments for all new and existing construction projects in the neighborhood.
 - Recommend to the Neighborhood Task Force to evaluate potential business development through the lens of how they will contribute to the health of the community.
 - Increase age appropriate treatment for trauma, substance abuse and other behavioral health issues.
 - Replicate the success of the Bounce resiliency program to address trauma at Roosevelt Perry.
 - Place nurse practitioners and mental health counselors in schools.
 - Connect residents to the Cardinal Success mental health services operated by University of Louisville at the Nia Center.
 - Provide supports for people in recovery and those who are formerly incarcerated.
 - Offer stress management classes.
 - Address the stigma around mental health.
 - Increase access to fresh, healthful and affordable food.
 - Increase the number of local farmers markets that accept WIC/SNAP.
 - Increase the number of New Roots Fresh Stops (CSA program) in the neighborhood and or other alternative food venues, i.e. mobile food markets.
 - Provide education about good food choices and require restaurant disclosures about trans-fats, nutritional information.
 - Focus on special needs populations (elderly, disabled, learning disabilities, formerly incarcerated, addicted).
- c) Workforce Development and Adult Education- *under development*
- Support local business/grow local businesses.
 - Understand neighborhood employer needs and ensure education and training prepares local workers to meet those needs.
 - Leverage and connect residents to employment opportunities at the FoodPort, Walmart, Chef's Space and other local/nearby businesses
 - Negotiate community benefits agreements; encourage local hiring
 - Create job boards to keep residents advised of opportunities.
 - Entrepreneurship training and supports (in-home childcare providers, other small businesses)' provide access to capital and training.
 - Identify work opportunities for those with disabilities and connect residents; promote and connect residents to Vocational Rehabilitation services.
 - Prepare residents for in-demand jobs (i.e. coding, logistics)
 - Address barriers to employment
 - Provide an array of supports to ensure residents are work-ready including recovery services to ensure job seekers are drug and alcohol free, life skills to ensure job seekers are able to work as a team and independently, as well as adult basic education to ensure job seekers are competent with basic math and reading.

- Provide services such as record expungement assistance and advocate for public policies such as “ban the box” to address the challenges of criminal records and support ex-offenders in entering the workforce.
- Look for opportunities to build upon resident experiences in the informal job economy to help them successfully transition to the formal job economy.
- Create internship opportunities to train people for employment rather than extensive higher education.
- Ensure access to affordable childcare.
- Connect eligible candidates wounded by violence to Pivot for Peace, a hospital linked violence interruption program.

d) *Financial Stability and Literacy - potential focus areas under review by the working group*

- Access to credit building, rebuilding and repair
- Access to traditional banking services
- Adult financial literacy
- Access to small loan programs
- Prepare Russell residents for new homeownership opportunities, including newly constructed and rehabilitated homes that were formerly vacant.
- Create opportunity to build assets and new futures for families by becoming homeowners, starting business and manager personal savings.

D. Alignment with Existing Efforts

- Collaboration in developing and implementing a comprehensive, collaborative and sustainable plan will be consistent with the Healthy Louisville 2020 agenda and priorities most pertinent to Russell.
- Collaborate with Health Connections for enrollment of eligible residents with high medical needs.
- Collaborate with other Russell CNI task forces to address empowering neighborhood networking in relationship to developing green space by using vacant lots to increase physical and mental health and diffuse violence.
- See matrix of Existing Services

VII. EDUCATION Strategy

A. Overall Vision for Education Component – The residents from the Russell Neighborhood will be connected to the city’s comprehensive educational plan ([Cradle to Career: Louisville](#)) that is designed to increase school readiness, high school graduation rates, percentages of residents college and career ready, experiencing postsecondary success, access to innovation, life-long learning opportunities and employment that supports thriving families and a quality of life consistent with the remainder of Jefferson County, Kentucky.

B. Summary of Education Priority Needs

- Early Care, Early Childhood Education and Child Development: 19 licensed childcare providers in the Russell Neighborhood with enough slots for all eligible children; however, many are not quality rated (17 are 1-STAR, 2 are 3-STAR and none are 4-STAR rated) under the state’s Quality Rating Improvement System, [STARS for KIDS NOW](#).
- Connectivity between Children, Schools and the Russell Neighborhood: With approximately 2,300 pre-school and school-age children in Russell and a strong commitment to equity and a choice student assignment plan in place, addressing the needs of neighborhood children versus the needs of neighborhood schools is challenging. While there is only one neighborhood high school (Central) and three neighborhood elementary schools (Coleridge-Taylor, Roosevelt-Perry and Byck), neighborhood children are currently transported to 126 different schools, sometimes for significant distances from their homes.
- Improved School quality: mixed performance among schools attended; significant opportunity and achievement gaps exist.
- Multigenerational Approach: from pre-birth to adult education based on a culture of lifelong learning sustained over generations.

C. Goals, Outcomes, Metrics, and Strategies

1. Early Care, Early Childhood Education and Child Development with emphasis on Preschool and Kindergarten Readiness

Goal: At least 75% of eligible children will be involved in qualified early learning programs and at least 77% of Kindergarten students will enter ready for school by 2020.

- Provide mechanisms for high quality training (certification) for providers and centers resulting in an increase in certified child development staff at centers, and an increase in center ratings under the STAR system.
- Provide incentives (professional development, scholarships, loans, work-study) to attract and retain quality early childhood staff.
- Transform culture from Daycare and Child Care to Child Development Centers;
- Implement a progression in readiness from Childcare (home and center-based) to Preschool to Kindergarten consistent with identified best practice assessments.
- Increase quality of early learning programs in the Russell neighborhood; Develop a partnership with the Early Learning Campus (ELC) at University of Louisville as a clinical partner to provide training for Russell child care workers, center leadership and development of policy and best practices protocols; Explore establishing a satellite ELC in the Russell area.

- Collaborate with schools, community, businesses and the public library system to develop and expand book-lending programs; help families to build personal libraries to improve the literacy environments of the homes in Russell.
- Add “Little Free Libraries” at child care centers and community centers modeled on the Little Free Library in place at the Plymouth Community Center.
- Increase parents, caregivers and community knowledge of, and involvement in, assisting children to become ready for kindergarten.
- Learn from the Harlem Children’s Zone’s Baby College model (www.hcz.org) to develop a strong understanding of brain and child development and provide support and education to expectant parents prior to birth of their children; Increase parental involvement at all stages of child development and education, including skills to raise a happy, healthy baby.
- Utilize the Boston Basic video model (www.bostonbasics.org) to provide educational strategies to support primary caregivers (including grandparents and other relatives) of infants and toddlers.
- Promote universal preschool enrollment in the JCPS early learning programs and initiatives, including Kindergarten Camps, thereby increasing enrollment and participation to at least 75% of eligible Russell neighborhood children.
- Promote a sustainable multigenerational approach to education and programming;
- Utilize childcare centers as a route to enroll in the Women, Infants & Children (WIC) program to provide nutritional supports and increase food security.
- Provide opportunities and means (Cultural Pass [Challenge](#), transportation passes, library cards, summer reading program and the [1,000 Books Before Kindergarten Challenge](#) and events) to increase the numbers of children, families and schools participating in cultural, educational and social events across the community.

2. K-12 Success

Goal: All students graduate high school prepared for college or career ready.

Goal: Increase percent of high school graduates that are college or career ready to 70% by 2020; (NOTE: 63.1% in 2015).

Goal: Increase percent of graduates going to college to 85% by 2020.

Goal: Increase student proficiency in every subject (NOTE: Current overall score 64.5).

Goal: Increase percent of students graduating high school to 90% by 2020.

- Using Roosevelt Perry Elementary as the initial neighborhood pilot school, promote evidence-based (EB) practices that have been shown to raise student achievement and eliminate opportunity/achievement gaps in high poverty schools. EB practices include tutoring, reduced class sizes (K-3 at 15:1), extended school day programs, summer school, attracting and retaining high quality, National Board Certified teachers, and successful administrators.
- Create a college-going culture by increasing students’ knowledge of colleges and degree programs (displaying information and alumni dress about faculty’s colleges and degrees, discussing college opportunities during all-school morning rallies, mentorship programs between college and elementary school students etc.).
- Increase participation in quality out-of-school time (OST), co-curricular, extracurricular and community programs (ex: YMCA Black Achievers, Urban League Youth programs, YMCA Black Achievers, Louisville Metro Zones of Hope programs, JCPS literacy and coding programs, Project Ready, The Street Academy).
- Work with children, parents, staff and teachers as a collaborative team, as measured by Effective School and the Teaching, Empowering, Leading and Learning (TELL) survey results. These assessments are research based (low income yet high

achievement) indicators of school culture administered to students, teachers, parents, administrators and staff at the school level on a bi-annual basis.

- Promote and model a culture in the neighborhood where education is valued and uplifted; Incorporate education culture messaging into Vision Russell and partnering organizations campaigns.
- Access current awareness and train teachers and administrators on inclusive practices, including but not be limited to cultural competence and restorative practices.
- Provide behavior intervention support, including mental health counseling for students and families. As an example, replicate the current Shawnee High School mental health clinic (Cardinal Success Program) in Russell schools.
- Further explore intersection of health, nutrition and sleep on education outcomes, and available resources; Create a research agenda in this area that is cooperatively addressed by JCPS and post-secondary institutions including U of L and Bellarmine.
- Develop collaborative partnerships with health care providers (KentuckyOne Health, Norton Children’s Hospital and the University of Louisville School of Public Health, Medical, Dental and Nursing schools).
- Provide targeted programming for African American males in partnership with Louisville Urban League, Zones of Hope and Metro United Way.
- Ensure the needs of all children at all levels are considered, from those facing challenges (special education and English as a Second Language/ESL) to the gifted and talented.
- Maximize partnerships with the public libraries, utilizing the Western Library Branch, located in the Russell neighborhood, as a model.
- Utilize multigenerational learning centers, similar to “the Beech” Learning Center at the Beecher Terrace to provide supports for parents and children with homework and other education-related needs.
- Communicate, promote and monitor effective school cultures which include: Safe and Orderly Environments, Clear School Mission, Instructional Leadership, High Expectations for Success, Opportunity to Learn and Student Time on Task, Frequent Monitoring of Student Progress, and Home/School Relations.
- Support tutoring programs and kindergarten readiness activities at faith-based organizations including Sunday school and vacation bible schools.
- Support and increase awareness of initiatives that promote physical activity, nutrition and food security.
- Provide opportunities and means (Cultural Pass [Challenge](#), transportation passes, library cards, summer reading program and the [1,000 Books Before Kindergarten Challenge](#) and events) to increase the numbers of children, families and schools participating in cultural, educational and social events across the community.
- Promote programs that support arts in education.
- Increase ACT and financial aid “boot” camps and explore using Central High School as a hub for these activities; Promote Louisville Free Public Library’s ACT prep at various branch locations.
- Examine high school enrollment and acceptance numbers at Central High School, including the number of Russell children who apply and are accepted.

Other strategies specific to Roosevelt-Perry

- Accelerate some of the initiatives already in place at Roosevelt-Perry, such as tutoring programs, extended school services, summer bridge program, and the Oasis program from K to 1.

- Replicate the “[Bounce](#)” coalition’s resiliency program that is currently in place at Semple Elementary.
- Provide ongoing support for the new Cardinal Success Program starting at Roosevelt-Perry in January 2016; Provide additional behavioral intervention support as needed, for example: a mental health counselor.
- Implement Bellarmine University’s literacy coaching plan.
- Provide an Exceptional Children Education Specialist and a Behavior Management Specialist assigned at the school.
- Promote and support Professional Learning communities.
- Examine assignments to Roosevelt-Perry and how students are transferred; Deliberate monitoring of enrollment underway in 2015-2016 with a goal to stabilize existing population and increase learning opportunities.

3. High School to Postsecondary Transition and Completion

Goal: 40% of working age adults holds a bachelor’s degree or higher and 10% hold associates degrees by 2020.

- Create a college-going and completion culture by increasing college knowledge (college visits at schools and student visits to colleges and earlier readiness).
- Support the 55K College Transition Action Network (CTAN) initiative, in the pursuit of goals stated above with specific support for 15K Degrees, which includes exclusively African American and students of color in attaining postsecondary degrees.
- Increase college readiness (ACT scores) by making ACT practice test and coaching opportunities available to middle and high school faculty and students in English and Mathematics in the Russell neighborhood.
- Use business leverage, including incentives (Greater Louisville Inc. /Chamber of Commerce, KentuckianaWorks) to increase adult enrollment and completion; and to encourage employees to obtain degrees.
- Increase access and affordability to college for Russell residents by promoting initiatives like Cardinal Covenant – a gift assistance/scholarship program developed by the University of Louisville to address the financial challenge for students from low-income families to fund their college educations;
- Share research on effective practices to reduce “Melt”, a phenomenon which refers to students who plan to attend college prior to their high school graduation but do not actually enroll (20% of JCPS of financial aid filers did not enroll after high school graduation) by collaborating with area college advising offices and contacting prospective students to overcome barriers to enrollment.
- Utilize alumni, faculty, business leaders and community volunteers to increase persistence to complete a degree for students who are admitted to college but do not enroll for personal or financial reasons, start on a college path and do not complete, or whose college experience is interrupted due to failure by providing faculty and degree completion support (mentoring, tutoring and encouragement) for eligible but not enrolled students at all area colleges and universities.

4. 21st Century Workforce and Talent -

Goal: Improve median annual wages to top half of Louisville’s peer cities by 2020

- Improve labor market intelligence to gather & communicate key economic jobs trend data;
- Increase pipeline of skilled employees to regional workers;

- Increase training, apprenticeships, and education programs that lead to high growth jobs at or above living wage;
- Create a culture that supports career pathways from high school to postsecondary education to workplace;
- Improve capacity to connect qualified job seekers to best jobs by:
 - o Identifying Russell residents who don't have high school diplomas and engage them in programs to complete their education;
 - o Developing a basic skill set certificate program modeled on employer needs;
 - o Conducting a "ban the box" campaign; provide legal support for those seeking jobs and support for employers to implement the policy; and
 - o Identifying Russell's employers and the skills they want in employees.
- Provide additional intensive educational services (one-on-one career counselors, a youth friend environment, etc.) through JCPS's Adult Education program for Russell adults who are seeking GED's.
- Provide additional training opportunities through KentuckianaWorks to Russell residents who want to go back to school and pursue certificates or degrees for in-demand occupations
- Recruit and prepare Russell residents with construction skills necessary to obtain jobs for upcoming construction projects such as the Food Port, WalMart and Omni Hotel.
- Re-establish the Louisville Urban League's and the Greater Louisville Building and Constructions Trades Council 's Construction Pipeline Project.
- Increase the number of Certified Production Technician classes at the Nia Center to train additional Russell residents to meet the demands of a growing number of local employers (General Electric, Universal Woods, Westport Axle, etc.) who are seeking employees with this certification.
- Extend the Right Turn and Right Turn 2.0 programs that work with youth 16-21 who are involved in the court system to help guide them in setting personal and career goals, and working to meet those goals.

5. Other Programs and Infrastructure

- Other health initiatives, including social and emotional health, and connections to the physical environment (community gardens, corners stores with fresh produce, year round produce stands, recreational opportunities).
- Collaborate with JCPS and other data experts to evaluate and report program outcomes;
- Support and promote services of new "Zones of Hope" Career Planner/Caseworker
- Publicly support the Black Male Achievement Fund to build program capacity among organizations inside Russell and other Zones of Hope neighborhoods.
- Publicly support "Males of Color" resolution and restorative justice practices.
- Explore expanding Wi-Fi availability in the Russell neighborhood.
- Increase computer lab accessibility in schools, libraries, public venues and representative locations in the Russell neighborhood.
- Strengthen working relationships and collaborations with Jefferson Community and Technical College and other college programs and opportunities.
- Mentoring programs for youth with incarcerated family members.
- Parent supports in and out of schools, including adult education opportunities, book clubs, etc.

D. Alignment with Existing Efforts

Collaboration in developing and implementing a comprehensive, collaborative and sustainable plan that is consistent with the framework developed under Louisville Metro Government's "Cradle to Career" initiative including:

- Continue to meet regularly with the conveners and partners for each of the four pillars:
 - 1) Early Care and Education /Kindergarten Readiness - Metro United Way; Community Coordinated Childcare (4-C), National Center for Families Learning, Jefferson County Public Schools;
 - 2) K-12 Success - Jefferson County Public Schools;
 - 3) High School to Postsecondary Transition and Completion - 55K Degrees, 15K Degrees; and
 - 4) 21st Century Workforce and Talent - Kentuckiana Works.
- Continue to include representatives of faith-based and community organizations in the Russell neighborhood area in meetings.
- Continue to include and recruit Cradle to Career conveners and partners on the Russell CNI Team and Education Task Force.
- Continue to develop, promote, implement and sustain partnerships with all area post-secondary organizations, including Bellarmine University, Jefferson Community and Technical College (JCTC), Simmons College, Spalding University, and the University of Louisville (U of L).
- Closely align with, and build upon, the Cradle to Career goals and resources with those in the Education component of the Russell CNI Transformation Plan.

VII. IMPLEMENTATION

A. Vision for a collaborative, impactful approach to implementing the Russell TP

B. Early Start Efforts (Doing While Planning)

- \$200,000 in Community Development Block Grant funds earmarked for Russell owner-occupant roof repairs to be combined with New Directions Housing Corporation’s Repair Affair volunteer renovation work. (This is additional CDBG funds beyond the \$100,000 leverage contribution for planning activities).
- \$2,000 NeighborWorks CLI Action Grant
- Vacant Lot Clean Up project - partnership with YouthBuild
- Others - TBD

C. Neighborhood Implementation

- Neighborhood Lead – Louisville Metro Government - Develop Louisville/Louisville Forward
- Anchor institutions

D. Housing Implementation

- Housing Lead – Louisville Metro Housing Authority as self-developer; LMHA to partner with private and non-profit developers (MOUs)
- Housing implementation issues (such as land use approvals and site control if there are TP recommends strategies that do not conform with current requirements)
- Affirmatively Furthering Fair Housing
 - Design for accessibility
 - Mobility counseling for relocating Beecher Terrace residents, including those who select Housing Choice Vouchers and/or Tenant Protection Vouchers
 - Affirmative marketing
 - Translation needs for persons with limited English proficiency

E. People Implementation

- People/Case Management Lead – Louisville Metro Housing Authority for Beecher Terrace households; TBD for other Russell households
- Relocation Implementation and Integration – Louisville Metro Housing Authority
- Key partners

F. Education Implementation

- Education Leads – MUW, JCPS, 55K, KYIANA Works per “Cradle to Career
- Key partners (YMCA, U of L, Bellarmine University, JCTCS, JCPS Foundation)

G. Implementation Timeline

- Short Term (now-up to 2 years) – also see “Doing While Planning” above
- Medium Term (3-5 years)
- Long Term (6 or more years)

H. Financing and Resources

- Preliminary development phasing plan (with relocation)
- Implementation Budget – All components
- Committed/Leveraged Resources
- Plan for pursuing other financial resources
- Sustainability Planning

I. Continued Community Engagement

J. Measuring Success Over Time

APPENDIX (separate documents to the final Transformation Plan)

1. Community Engagement Process (timeline and documents)
2. Beecher Terrace Survey Instrument and Results
3. Neighborhood Survey Instrument and Results
4. Business Survey Instrument and Results
5. Windshield Survey Instrument and Results
6. Market Study
7. Environmental Assessment Reports (Beecher and Neighborhood)
8. Powerpoints/Presentations (select)
9. LEED-ND Pro
10. SHPO Documentation
11. Green Standard for Housing
12. Matrix of Existing Services and Programs
13. Sustainable Design Assessment Team Report

