

A Social Resettlement Plan for the McCarley Gardens: The Fruit Belt and East Redevelopment Project

**The UB Center for Urban Studies
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The Problem

The potential sale of the McCarley Gardens housing complex, which is located in the Fruit Belt neighborhood, to the University at Buffalo (UB) has spawned deep concern and opposition by the residents of the housing complex. UB needs the land as part of the expansion of its medical campus. St. John Baptist Church, which owns the subsidized housing complex, is prepared to sell the apartment units to UB because the church believes the resources from the sale could trigger the redevelopment of the entire Fruit Belt community. The church says it will provide the residents with new and better apartments at the same price they are currently paying. Yet, the residents are still opposed to the move. This poses the question, “Why are residents opposed to leaving their current community for one with better housing conditions at the same cost?”

The displacement and resettlement of residents involves both economic and social dimensions. The economic dimension is straight forward, and the government has outlined procedures that are easy to accomplish. Here, the critical issue involves making sure those families and individuals have the needed relocation assistance, which includes the moving costs and perhaps resources required to setup their new homes.

The social dimension of relocation, on the other hand, is a more complex and less understood aspect of the relocation process. This dimension is concerned with the issue of “community” and the problems associated with recreating it within the context of the new residential settlement. The residents at McCarley Gardens have built a *community*, composed of a social infrastructure which they use to make ends meet, mitigate hard times and survive the city. Their “community” helped them with babysitting, transportation, emergency loans, or help out in a crisis situation. In low to moderate income neighborhoods, “community” is a quality-of-life driver that reduces stress and enhances social, mental and physical well-being.

The fear of losing “community,” then, is the reason that residents resist being dislocated, regardless of promises of better living conditions. For this reason, it is extremely important to develop strong social resettlement plans to compliment the economic relocation plans. The challenge of creating viable social resettlement plans is particularly vexing when neighborhoods are broken up and residents resettled on scattered sites. In these settings, if

the relocated residents are not successfully integrated into their new neighborhood, they will become isolated and have no linkages to a neighborhood-based social support system. If, on the other hand, we account for the social dimension of relocation, the trauma of relocation can be reduced significantly and resident opposition to displacement minimized.

The Plan

In 2000, McCarley Gardens was composed of 107 households, with a population of 340 persons. Table 1 summarizes the population and housing characteristics in 2000, this is the most current data available for the area from the US Census. Table 1 suggests that most of the households are headed by single women with children less than 18 years. The household composition combined with the scattered site settlement patterns makes the relocation process an extremely complicated one. It is also noteworthy that 85.3% of the population was black in 2000. Black, single-parent households represent an at-risk group in the City of Buffalo and nationally.

Table 1: McCarley Gardens Population and Household Characteristics 2000

Total Population	340
<i>Percent Black</i>	<i>85.3</i>
<i>Percent White</i>	<i>4.4</i>
<i>Percent Hispanic</i>	<i>9.7</i>
<i>Percent 17yrs and Under</i>	<i>52.1</i>
<i>Percent 65yrs and Above</i>	<i>4.4</i>
<i>Percent Female 18yrs and Above</i>	<i>36.8</i>
<i>Percent Female 18yrs and Above</i>	<i>11.2</i>
Total Households	107
<i>Average Household Size</i>	<i>3.18</i>

Source: 2000 US Census (City of Buffalo Tract 25.02, Block Group 5)

This proposal calls for the development of a social resettlement plan that will facilitate the relocation of the McCarley residents by integrating them into their new communities, most of which will be in scattered sites within or near the Fruit Belt neighborhood. *The McCarley Garden Social Resettlement Plan* will consist of three interactive phases.

Phase One

- a. **Developing Insight into the *community structure* of McCarley Gardens.** This task will involve three activities. First, a survey instrument will be developed and field tested prior to implementation. After development of the survey instrument, every household in the McCarley Gardens will be interviewed. The data will be coded and input into an SPSS database and analyzed. This survey will provide the planning team with data that will facilitate a matching of the McCarley Garden residents to the “sub-communities” in which they will be resettled. Social networks in the community will also be mapped using social network analysis software (e.g. NetMiner or UNINET). The use of this analytic tool will allow for critical nodes of social networks to be identified among the residents. Knowledge of these nodes of social networks will facilitate planning for relocation by helping to identify those residents that should live near each other.

We will also use the genogram approach to develop deeper insights into the social relations among the residents and their neighbors. Genograms make it possible to view relationships among residents and determine how those relationships influence—positively and negatively—various aspects of the person life. While the social network mapping will provide insight into the complex web of social interactions occurring within the McCarley Gardens, the genograms will provide deeper insight into those connections and how they impact the “community” as a whole.

Second, five focus groups will be held with residents to gain additional insight into the *community structure* of McCarley Gardens, including:

- two focus groups with youth (teen and pre-teens, males and females)
- one focus group with single-parents
- one focus group with adult males
- one focus group with senior citizens

The goal of the focus groups is to develop insight into the social organization and operation of “community” in the McCarley Gardens. The idea is to understand how everyday life operates in the neighborhood and how people work together to make ends meet and mitigate hard times. For each group participating in focus groups, we want to know how individuals interact and gain insight into factors that contribute the social relations and access to services. A secondary goal will be to identify the health and human services used by residents to support and enhance everyday life.

Third, a community audit and community capacity inventory will be conducted to gain insight into ways the residents *use* the McCarley Gardens and the other resources in the Fruit Belt and Medical Campus. The audit will also include the identification of all the services and resources within a short walking distance of McCarley—train stop, bus lines, public telephones, and other services, along with the special skills and capacities that residents possess. The audit will provide more insight into hidden social impacts that the move will have on residents.

- b. Determining the potential sites where the replacement housing will be located.** The social planning team will work with the St. John Fruit Belt Development Corporation to develop a map of sub-communities in which the residents will be most likely resettled. A GIS study of these sub-communities –fronting blocks—will be made. The goal is to gain insight into the sub-communities, where the residents will be resettled. We will audit the sub-communities and gather other socioeconomic data on them.

Phase Two: Develop Insight into the “Community Structure” of the “Sub-Communities” in which McCarley Residents will be resettled

- a. After we have identified the total number of sub-communities into which the McCarley residents will be integrated, they will be grouped together into larger spatial units. This will provide a larger geography in which to observe locations in which the residents can be resettled.
- b. A workshop will be held for residents of the larger clusters of sub-communities. The purpose of the workshop sessions will be twofold. First, we want to gain insight into the sub-community structure and the challenges faced by residents of that sub-community. Second, we want to obtain their ideas on how best to integrate the newcomers into their sub-community.
- c. Develop a system for matching the residents at McCarley Gardens to the various sub-communities in which they will be relocated. At this stage, we will not actually match residents to sub-communities, but forge a strategy for achieving this goal. However, the most important task at this stage is to determine which residents should be grouped together in the various sub-communities. This will be one of the most important steps in recreating the sense of community that will be lost with relocation.
- d. The last segment of this component will involve working with St. John on the development of a phase out plan for McCarley Gardens. The phase out plan will be correlated with the matching strategy to facilitate the resettlement.

Phase Three – Develop a Plan for Integrating the McCarley Residents into their New Communities and a Framework for Post-Relocation Tracking and Evaluation

Based on the data obtained from phase one and two, the social resettlement planning team will develop a detailed plan for integrating the McCarley resident into their new community. This plan will include a framework for post-relocation tracking and evaluation. This framework will be essential for ongoing research and interventions related to outcomes from community relocation. The post-relocation framework will also form the foundation for extramural funding.

Personnel

Project Director: Dr. Henry Louis Taylor, Jr. (15%)

The project manager will be responsible for the overall development of the project. He will oversee every aspect of project development, be responsible for all deliverables, including the writing of the final report.

Project Manager: Jeffery Kujawa (20%)

The project manager oversees day-to-day operations and is responsible for budgeting, purchasing, setting up meetings, hiring and overall grants management. He is responsible for operations, organizations and problem-solving issues related to operations.

Questionnaire Construction, Coding and Data Analysis: (8%), Drs. Robert Silverman Linda McGlynn, and Victoria Razak

This team will be headed by Dr. Robert Silverman and will be responsible for constructing and field testing the questionnaire. Additionally, they will be responsible for coding, analyzing and interpreting the data used in this study, including qualitative data.

Coordinator, Surveys and Focus Groups: Dr. Robert Silverman (15%)

Dr. Silverman will oversee the carrying out of the surveys and the focus groups. He will be responsible for ensuring that the interviewees are properly trained, sampling and working with the community outreach team to set up the focus groups.

Trainers: Drs. Linda McGlynn, Victoria Razak, and Robert Silverman (5%)

The training will include interview and focus group techniques, as well as appropriate methods of recording the data.

Interviewers: Eight members of the Fruit Belt Community will be identified and trained to do the interviews. Three of the trainees will be used as alternate, in case the prime interviewers cannot fulfill their obligations. All interviewees will be paid for the training. Interviewers will be paid \$20.00 per completed interview and participating residents will be given a \$25 food card for participating in the interview. Interviewers will be paid \$25 per focus group interview, while the recorders at the interviews will be paid \$20.00, including their written reports.

Recorders: Five graduate Student Assistants from the UB Masters in Urban Planning Program will be hired as enumerators.

Community Audit and Community Capacity Inventory: Four graduate Student Assistants will conduct audits of the McCarley Gardens and the immediate Fruit Belt neighborhood. In addition, they will audit and inventory each of the sub-communities and areas immediately surrounding the sub-communities. These students will also be responsible for doing the focus group sessions.

GIS Specialist: A graduate Student Assistant will be hired to develop a GIS system, based on the location of sub-communities and the community audits.

Community Outreach Specialist: Sharon Bailey (10%)

The community outreach person will be responsible for getting people to turn out at meetings, making contacts to set up the interviews, contacting key residents and community leaders to let them know when we will be coming into the sub-community. This work will be extremely important in getting the sub-communities prepared for participation in the workshop. One responsibility of the community outreach person will be the development of a public relations strategy that will inform residents about the project and the importance of their participation.

Urban Design: TBD (5%)

This person will be responsible for working with the social resettlement planning team in developing sub-community level scenarios that will create a physical environment that facilitates the social interaction.

Report Preparation: Frida Ferrer (5%)

Time Table – 12 month project

Months 1 – 6: Completion of Phase One

Months 7 – 10: Completion of Phase Two

Months 11 & 12: Completion of Phase Three

PROPOSED BUDGET

CATEGORY	Budget Request (\$)
SALARIES	
PRINCIPAL INVESTIGATOR Dr. Henry L. Taylor (15% effort)	22,763.00
SENIOR RESEARCH ASSOCIATE Robert Silverman (20% effort)	16,406.00
PROJECT MANAGER/RESEARCH ASSOCIATE Jeff Kujawa (20% effort)	12,460.00
ADMINISTRATIVE ASSISTANT Frida Ferrer (5% effort - report preparation)	2,264.00
INDEPENDENT CONTRACTOR Eight (8) interviewers for McCarley Garden residents/households (\$20 per interview x 150 interviews)	3,000.00
INDEPENDENT CONTRACTOR Eight (8) interviewers for McCarley Gardens focus groups sessions (\$25 per focus group interviews x 5 focus groups)	125.00
STUDENT ASSISTANTS (Hourly) - 5 students Recorders for resident/household interviews (1 hour interview, 2 hours for the write up) (\$10 per hour x 3 hours per interview x 150 interviews)	4,500.00
STUDENT ASSISTANTS (Hourly) - 5 students Recorders for focus group sessions (3 hour interview, 3 hours for the write up) (\$10 per hour x 6 hours per interview x 5 interviews)	300.00
STUDENT ASSISTANTS (Hourly) - 4 students Communtiy Audit and Community Capacity Inventory (\$10 per hour x 60 hours of work x 4 students)	2,400.00
STUDENT ASSISTANT (Hourly) - 1 student Geographic Info Systems (GIS) Specialist (\$10 per hour x 20 hours per pay period x 26 pay periods)	5,200.00
STUDENT ASSISTANT (Hourly) - 1 student Urban Design (5%, \$10 per hour x 104 work hours)	1,040.00
Sub-Total Salaries	70,458.00
TOTAL PERSONNEL	70,458.00

PROPOSED BUDGET (con't)

FRINGE BENEFITS

Calculated at 48.43% for State employees	25,003.92
Calculated at 39% for Research Foundation employees	882.96
Calculated at 14% for Student Assistants	12,545.60

Sub-Total Fringe	38,432.48
TOTAL FRINGE	38,432.48

COURSE BUYOUT

Buyout of two (2) course over the course of two (2) semesters for Robert Silverman (15% of Robert's annual salary for each course)	24,610.00
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TOTAL COURSE BUYOUT	24,610.00
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SUPPLIES/MATERIALS

Paper (3 boxes of paper @ \$40 per box)	120.00
Easel Pads (2 boxes of 2 @ \$20.00)	40.00
Printing Supplies (Color toner, 2 sets per year at \$340 per set)	680.00
Pens (4 boxes @ \$2.00 per box)	8.00
Sharpie Markers (3 packs @ \$10 per pack)	30.00
Legal Pads (3 packs of 12 @ \$7 per pack)	21.00
File Folders (2 boxes of 100 @ \$7 per box)	14.00

TOTAL SUPPLIES/MATERIALS	913.00
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OTHER

Food cards, one each individual/family interviewed (\$25 per food card x 150 interviews)	3,750.00
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Sub-Total Other	3,750.00
TOTAL OTHER	3,750.00

TOTAL DIRECT COSTS	138,163.48
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UNIVERSITY AT BUFFALO INDIRECT COSTS

UB Foundation administrative fees, calculated at 5% (University Development rate)	6,908.17
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TOTAL INDIRECT COSTS	6,908.17
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TOTAL PROJECT COSTS	145,071.66
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