

GAINING GROUND

00:18

Opening scene: Aerial zoom out of empty lots

JULIO HENRIQUEZ, V/O:

When we moved here as a family, the whole community was just really devastated.¹

LOWER THIRD: Boston

DUDLEY NEIGHBORHOOD, 1980s

Archival shots of devastation

JOHN BARROS, V/O and O/C:

The neighborhood was dealing with arson for profit, white flight from the city, uh, increase in crime and illegal dumping².

JULIO HENRIQUEZ, O/C and V/O:

This vacant parcel here was just littered. And back of the house, that was a car graveyard. They used to steal cars and just dump 'em there.

CARLOS HENRIQUEZ, O/C and V/O:

At nine or ten years old, all these blocks were vacant³, I was in the window, I would come home and if I was doing my homework, I might stop and take a break, and see a truck pull up to go dump a refrigerator and I would run out and I would write down the license plate number, give it to him to make sure people were cited for doing that.

01:10

Archival of protest march and community organizing

¹ Medoff, Peter, and Holly Sklar. *Streets of Hope: The Fall and Rise of an Urban Neighborhood*. Boston, MA: South End Press, 1994. Print.

² City of Boston Arson Prevention Commission, Report to the Boston Redevelopment Authority on the Status of Arson in Dudley Square, September 4, 1985, pp1-2. Print; Time.com. Education White Flight Continued. September 29, 1975. Web; Boston and Its Neighborhoods. Boston Crime Statistics. UCR Data for Boston 1984-86. Boston University Libraries.

³ Archive.org. The Dudley Street Neighborhood Initiative Revitalization Plan: A Comprehensive Community Controlled Strategy. 1987. Web; DSNI.org. For the Press. Web

JULIO HENRIQUEZ V/O:

A lot of us who moved here became the pioneers of the community if you will, and stuck it out, saying this is what we want and this is what we'll work for.

01:20

Archival of Dudley transformation

JOHN BARROS V/O:

Twenty-five years ago we created the Dudley Street Neighborhood Initiative to organize in this neighborhood⁴.

LOWER THIRD: 2009
 DUDLEY NEIGHBORHOOD

JOHN BARROS V/O:

Residents had called for a neighborhood that would have safe streets, a neighborhood that would be green and clean. A neighborhood that would have affordable housing.

JULIO HENRIQUEZ V/O:

We've done a tremendous job in stabilizing the community, but we still have a lot of work to do.

Montage of contemporary Dudley, food project, teen jobs rally, foreclosure roundtable

CARLOS HENRIQUEZ V/O:

Nothing comes easy. And that's something that we learned in this neighborhood a long time ago: that if you want it, you're going to have to work for it.

JULIO HENRIQUEZ O/C:

By raising our voices, it is the most powerful thing you can imagine.

02:03

TITLE CARD: ***Gaining Ground***
 Building Community on Dudley St.

St. Patrick's Church

RICHARD PROPHET O/C:

My passion is activism. I focus primarily on helping youth get jobs.

⁴ DSNI.org. History. Web; Medoff, Peter, and Holly Sklar. Streets of Hope: The Fall and Rise of an Urban Neighborhood. Boston, MA: South End Press, 1994. 89. Print.

PHAEADRA BRUTON O/C:

I really want to assist in finding ways and means to stop the killing and the violence in the Roxbury community.

02:32

KAYLA BARROS O/C: Those of us that live in here and those of us that work in here need to be involved.

LOWER THIRD: June 2009
DSNI BOARD ELECTIONS

JOHN BARROS O/C:

These 42 candidates show a depth of leadership and activism in the community that will lead DSNI for the next 2 years. Our only regret...

JOHN BARROS V/O and O/C:

DSNI, the Dudley Street Neighborhood Initiative, is a neighborhood planning and community organizing agency that allows for the residents of this neighborhood to demand the best, and build the partnerships to make that work for them.

ALICIA MOOLTREY O/C and V/O:

We wanna help get the residents what they need. But not by doing it for them, by helping organize residents to do it for themselves.

03:14

Montage of contemporary Dudley scenes

JOHN BARROS O/C:

Just because we've improved how the neighborhood looks, if we sit on the fact that we've had some successes, then we're fools. The economic downturn puts all types of stress on neighborhoods like ours⁵. And there's a real threat that the foreclosure crisis can take us back a few decades. And so we're looking at it and saying, people, come out and be a part of this movement to improve your neighborhood.

⁵ Gerardi, Kristopher, and Paul Willen. "Subprime Mortgages, Foreclosures, and Urban Neighborhoods." *The B.e. Journal of Economic Analysis & Policy*. 9.3 (2009). Print; Seiler, M. J., Andrew Collins and Marshall Gangel. Exploring the Foreclosure Contagion Effect Using Agent-Based Modeling. *Journal of the Real Estate Finance and Economics*. June 2011. Print.

JOHN BARROS V/O and O/C:

We believe that everybody in the neighborhood is an organizer⁶.
That in fact, everyone in the neighborhood is an agent for change.

04:03

ALICIA MOOLTREY V/O and O/C:

When you look at the neighborhood, it's like 30% African-American, 25% Latino, 30% Cape Verdean. But the number that's the most astonishing is about 40% of the neighborhood are, are 19 and under⁷. So, if they're not succeeding,

*LOWER THIRD: Alicia Mooltreay
NEIGHBORHOOD RESIDENT & DSNI STAFF*

ALICIA MOOLTREY V/O and O/C:

if they're feeling hopeless, then the whole community isn't going to do well. If you're not around people that are used to dreaming, that are used to setting goals, like, it's going to be difficult for you to do the same thing. For me, focusing on young people is like the greatest way to make change in our neighborhood.

Radio Show Prep: Rocks, papers, scissors shoot! Rocks, papers, scissors shoot...

*LOWER THIRD: Dudley Youth Council
MONTHLY RADIO SHOW*

04:56

MARTIN OLIVER O/C:

You guys ready?

CHRISTOPHER 'CHEF' RUDDER O/C:

No, I ain't in the booth yet.

MARTIN OLIVER O/C:

Aight, guys...y'all...quiet.

MARTIN OLIVER O/C:

Ready?

⁶ Medoff, Peter, and Holly Sklar. *Streets of Hope: The Fall and Rise of an Urban Neighborhood*. Boston, MA: South End Press, 1994. 1. Print; DSNI.org. For the Press. Web.

⁷ DSNI.org. Community Profile. Web; US Department of Education. *Promise Neighborhoods 2010 Grantees*. October 2010. Web.

CHRISTOPHER 'CHEF' RUDDER O/C:
Nah,

MARTIN OLIVER/CHRISTOPHER 'CHEF' RUDDER O/C:
5, 3, 2, 7.

CHRISTOPHER 'CHEF' RUDDER O/C:
Uh, yeah...

MARTIN OLIVER O/C:
Wait, which one is the computer?

CHRISTOPHER 'CHEF' RUDDER O/C:
It's one and two!

CHRISTOPHER 'CHEF' RUDDER O/C:
Um, hello, good afternoon everybody this is DYC, Dudley Youth Council Radio Show. And today's radio show is about the, um, cutbacks on teen—on um, teenage jobs.

05:25

Rally: "Youth United will never be defeated. Youth United will never be defeated..."

*LOWER THIRD: Teen Jobs Rally
DOWNTOWN BOSTON*

ROS EVERDELL V/O and O/C:
DSNI's part of a lot of groups from across the state trying to get the elected officials to make a commitment to

*LOWER THIRD: Ros Everdell
DEPUTY DIRECTOR, DSNI*

ROS EVERDELL O/C:
keeping the level of funding that has been there for youth jobs⁸.

*NEIA TIMAS O/C:
And right now about 30% of teens are unemployed⁹. And I'm just wondering, what do you guys think about that?*

⁸ Larson, Sandra. The Bay State Banner. Job fair showcases summer jobs, urges political action. July 28, 2011. Vol. 46, No 51. Web; Smith, Sean. The Boston College Chronicle. Making Good On Her Commitment. March 31, 2010. Web.

MARTIN OLIVER O/C and V/O:

This is worse than the depression, the amount of teen unemployment. It impacts urban students more than suburban students, it impacts like minorities more than white, it impacts low-income more than wealthy¹⁰. So it impacts the people who can actually hear our radio show. It impacts us that's actually on the radio show.

Rally: Who's state house? / Our State House! / Whose budget? / Our budget!

06:19

ALICIA MOOLTREY O/C and V/O:

Every kid wants a job. A lot of them are helping to support their families. For at least 5 of our 35 youth, a parent has been laid off, and so they're working in order to help their parent¹¹. Or if they haven't been laid off they've been cut to part time.

SIMOA BARROS O/C:

So we just have one questions and our question is that: Will you make a commitment to six million dollars to restore youth funding jobs one of your top priorities this year? ...Please. Thank you!

DESTINY FERNANDES O/C:

It's better for us to ask for our jobs, you know cause we need it. So instead of everybody else coming like give the teens their jobs, it's better for us to come and ask for what we need.

Youth activists walking through State House hallways

07:04

JOHN BARROS V/O:

When I was younger, I never really thought of organizing as a profession.

LOWER THIRD: John Barros
EXECUTIVE DIRECTOR, DSNJ

⁹ Sum, Andrew and Joseph McLaughlin. The Deterioration in Teen Employment Rates in Massachusetts in Recent Years and the Case for the Youth Solutions Act. January 13, 2009. Print; Boston Youth Service Network, The Verdict. Youth Unemployment.

¹⁰ Gandel, Stephen. In a Tough Job Market, Teens Are Suffering Most. Time.com. January 18, 2010. Web; Center on Media & Society. Summer Youth Jobs in Mass. get state and fed funding. July 12, 2010. Web.

¹¹ Alicia Mooltrey email, September 7, 2011.

JOHN BARROS O/C:
I was a resident and this was my neighborhood and it was about improving my neighborhood.

07:16

Archival of 1991 DSNI Board Elections

JOHN BARROS (1991) O/C:
My name is John Barros. I hope to represent the age bracket we reach, which is seriously lacking in here and...

LOWER THIRD: 1991
 DSNI BOARD ELECTIONS

JOHN BARROS V/O: I was fortunate to be in a movement called the Dudley Street Neighborhood Initiative that believed in me, that allowed me to be a knucklehead sometimes, play around, but still thought I was worth it to spend time with.

MAN AT MEETING O/C:
He's on his way to college. He just got accepted to Dartmouth.

JOHN BARROS V/O: Somebody grabbed me out of there, brought me into a positive situation, brought me into a nurturing situation, and here I am today.

Photo montage of John Barros

07:52

LOWER THIRD: 1994
 JASON WEBB

JASON WEBB O/C:
My name is Jason Webb, I'm 14 years old. I have devoted half of my life to the community.

Laughter and applause

JASON WEBB O/C:
The youth basically muscled there-selves into the room and said we're a part of this conversation too.

Young Jason blowing up red balloon

JASON WEBB V/O:

And now you have the youth that grew up in the organization now running it.

JOHN BARROS O/C:

This meeting was different...

08:12

Archival shots of John Barros, Jason Webb and Carlos Henriquez

CARLOS HENRIQUEZ V/O:

John Barros as the Executive Director, myself as the Chair of the Board, Jason Webb as the VP of Operations¹²,

LOWER THIRD: *Carlos Henriquez*
 BOARD PRESIDENT, DSNi

CARLOS HENRIQUEZ O/C:

we grew up in DSNi as youth, so we know exactly what it's like to be the young guys at the table – or not have a voice.

Alicia Mooltrey's family at YMCA

JOHN BARROS V/O and O/C:

If we don't tap into our youth and nurture their leadership, DSNi doesn't have a future, our neighborhood doesn't have a future.

JOHN BARROS V/O:

Way too often, young people in our neighborhood are faced with obstacles that most adults aren't even faced with.

08:44

ALICIA MOOLTREY O/C and V/O: The family picture is that I'm the guardian of the three. Pretty much taking care of my siblings.

Zoom in on family portrait

Alicia playing basketball with her siblings

ALICIA MOOLTREY V/O:

My mom was feeling stressed out and just was having problems with motivation, like, was feeling depressed. I thought that having

¹² Carlos and Jason no longer hold these positions, as the sources below show: DSNi.org. Staff. Web; VoteForCarlos.com, About Carlos. Web.

my siblings would help her to feel less stressed, would help her to recover faster. So I was like, you know what, I got this, OK.

LOWER THIRD: *Alicia Mooltrey*
NEIGHBORHOOD RESIDENT & DSNI STAFF

ALICIA MOOLTREY O/C:
You just work on getting better.

09:17

Alicia Mooltrey wins game.

ALICIA MOOLTREY: I'm getting an MSW in Social Work. My mom let us know education is

Zoom into still of Alicia Mooltrey's highschool graduation with mother

LOWER THIRD: *High School Graduation*
2004

ALICIA MOOLTREY V/O and O/C:
the only way you're gonna be able to have anything in your life. And for me I was like 'That's all I gotta do and I'm good?' And they're like 'Yes. Do school and you're set.'

Ros Everdell & Alicia Mooltrey at DSNI offices

ROS EVERDELL V/O and O/C:
What's exciting is when a young person wants to grow in the neighborhood, develop themselves, and also think about what comes behind them.

Alicia Mooltrey at rally with Youth: 'Youth United will never be defeated. Youth United will never be defeated...'

09:56

ALICIA MOOLTREY O/C:
I'm not a very patient person. But I'm learning to be patient and I'm learning that, you know, things take time. And so, being patient has helped me to feel more empowered that I'm able to make change.

Zoom in to still of Alicia Mooltrey

ALICIA MOOLTREY V/O:
I just really believe now that I can change things on a larger scale.

Peace march

10:24

JOHN BARROS O/C:

Last month, we've lost three young men from gun violence in the neighborhood¹³. All within a five-block area.

MICHAEL BAPTISTA V/O:

I know a lot of people that were victims of crime. The new thing – it goes from how I remember

*LOWER THIRD: Michael Baptista
NEIGHBORHOOD RESIDENT*

MICHAEL BAPTISTA O/C:

we used to talk about Pokemon cards to 'Oh, did you know who got shot the other day?' Or 'Oh do you know who got killed the other day?'

Pan of children holding candles

10:52

ROS EVERDELL V/O AND O/C:

Crime and safety is something that's always been there for us. Some of the old campaigns in the early 90s were around taking over the park down the street, which meant filling it with activities and people.¹⁴

Archival footage of children playing in park

*LOWER THIRD: 1991
MARY HANNON PARK, DUDLEY ST.*

JOHN BARROS V/O:

When I was growing up, I got in the typical kind of trouble youth in the neighborhood got into. I got into my fair share of fights in the neighborhood,

*LOWER THIRD: John Barros
EXECUTIVE DIRECTOR, DSNI*

¹³ Valencia, Milton J., DA says victim shot self in head during police shootout. Boston.com, April 5, 2010. Web; Boston shootings leave one man dead. March 31, 2010. Boston.com. Web.

¹⁴ Holding Ground Film, TC 00:38:38; Medoff, Peter, and Holly Sklar. Streets of Hope: The Fall and Rise of an Urban Neighborhood. Boston, MA: South End Press, 1994. p 225. Print.

JOHN BARROS O/C:
when we needed to settle something amongst each other. I was
stopped a fair time, a fair amount of times by the police.

11:26

Candles at Peace Ceremony

JOHN BARROS V/O:
I understand good people making bad choices.

LOWER THIRD: *May Louie*
 DIRECTOR OF LEADERSHIP & CAPACITY BUILDING, DSNI

MAY LOUIE O/C:
We really want a safe neighborhood, but the paths to it are not by
just the crime watch, or relations with the police, or everybody
carrying mace in their pocket.

Close-up of peace march crowd and pan of CommunityScapes youth

MAY LOUIE V/O:
You create safety through having youth opportunities and youth
development.

11:51

LOWER THIRD: *Julio Henriquez*
 BOARD PRESIDENT, DNI COMMUNITY LAND TRUST

JULIO HENRIQUEZ O/C:
We've continually reached out to all the youth in the community.
Some are a little harder to reach than others.

Kroc Center land mark sign on allotted land

JULIO HENRIQUEZ V/O:
The thing that we have not had is the resources to offer them
something that's more positive. With the Kroc Center, we will have
that.

Archival drawing of neighborhood vision

ROS EVERDELL V/O:

When you go back to the late 80s and the neighborhood plan, we had all been thinking about a community center.¹⁵

12:21

*LOWER THIRD: Ros Everdell
DEPUTY DIRECTOR, DSNi*

ROS EVERDELL C/O:

It's been a part of those plans. It's deeply routed in neighborhood memory.

Footage of Young Architects Project

*LOWER THIRD: 1991
YOUNG ARCHITECTS PROJECT*

JOHN BARROS V/O:

That visioning process for a community center started with the Young Architects Project - some twenty years ago, young folks sitting there with architects and designing community centers¹⁶.

*CARLOS HENRIQUEZ O/C (archival):
My father sits on the DSNi Board and he came home one day...*

JOHN BARROS V/O:

Carlos Henriquez who's now the Board President, he was one of the young architects that was sitting there in that room¹⁷.

CARLOS HENRIQUEZ O/C:

It was our first project and we talked about what we'd like to see in our community.

Kroc Center building site, ground-breaking

13:00

¹⁵ Holding Ground Film, TC 00:33:22; The Dudley Street Neighborhood Initiative Revitalization Plan: A Comprehensive Community Controlled Strategy, prepared by DAC International, September 1987, p. 24.

¹⁶ See archival footage log: 802-807

¹⁷ Ibid.

JOHN BARROS V/O and O/C:

One day, two consultants walked into DSNI, sat down with us, and was able to speak enough of the community's vision, speak enough of the communities history, speak enough of the values to really grab our attention. And then they said, and we're here to talk to you about the possibility of receiving a gift.

13:21

construction workers nailing sign

JOHN BARROS O/C:

Ok, you got our attention. What's this gift look like? What are we talking about here?

Archival (2006): From all indications, we will get 80 million dollars!

MAYOR MENINO V/O: The Salvation Army came to me and they said they got an \$80 million dollar gift from the Kroc family¹⁸.

LOWER THIRD: *Mayor Thomas Menino*
 CITY OF BOSTON

MAYOR MENINO O/C:

And they wanted to put it someplace in the city. I saw that location as a perfect place to help build up the economic opportunities in that neighborhood.

Kroc construction site

13:43

JOHN BARROS V/O:

It was not a foregone conclusion that the project was going to happen. Early on, there were questions of whether The Salvation Army as a church was here to convert folks. Or whether they were gonna to believe in the leadership of this community, in the vision of members of this community, and follow as a partner.

The Salvation Army banner: 'doing the most good, changing lives'

¹⁸ WHDH.com, Boston social service center to break ground. July 26, 2009; Johnson, Carolyn, \$80M Eyed for Community Center- Salvation Army in Line for Grant, January 8, 2006. Boston Globe. Web.

DREW FORSTER V/O:

There was a possibility of 80 million dollars coming to this community to build a world-class community center.

14:12

*LOWER THIRD: Drew Forster
KROC PROGRAM/DEVELOPMENT MANAGER, THE SALVATION
ARMY*

DREW FORSTER O/C:

And this community didn't just say: 'Hey yeah, come on in.' They said: "Hmm, we should think about whether this is right or wrong for our community.'

TSA Brass Band and other scenes from Groundbreaking

MARIE ST. FLEUR V/O:

As a State Representative, my concern was around The Salvation Army. They're a very hierarchical organization.

MARIE ST. FLEUR O/C:

Where do we get decision-making opportunity when it's an organization that is so controlled and hierarchical coming in?

DREW FORSTER V/O and O/C:

It was an experience of being tested and being welcomed. It's, 'welcome to the community, and this is how we do things. Can you embrace these values? Are you on the same page with us?'

The Salvation Army groundbreaking

14:54

JOHN BARROS V/O:

By the time we hit the groundbreaking, we were well over a hundred and fifty meetings in the community about their vision for the Kroc Center¹⁹.

CARD: Community leaders and partners joined The Salvation Army to raise over \$11 million to complete the Kroc Center²⁰

MARIE ST. FLEUR V/O and O/C:

What shifted for me, was that I was assured that community would be very much central. And in fact, DSNi was going to be sort of that

¹⁹ Confirmed by Drew Forster, pre-interview transcript. September 16, 2009.

²⁰ As per Chris Needham confirmation email,

main, um, vehicle, in order to make certain that the voice of community was at the table.

15:24

Kroc Construction time lapse

LOWER THIRD: Four months after groundbreaking

ROS EVERDELL V/O and O/C:

This is a huge opportunity. As a neighborhood, folks were really clear: 'How do we capture those jobs for the community? How do we make sure that the benefit goes beyond the facility itself?'

CARD: Building the Kroc Center will create an estimated 800 construction jobs. It will be the largest community center in New England²¹.

Workforce meeting

NATHANIEL SUMPTOR O/C:

I belong with one of the finest locals in the city. Local 151. We talk the talk, we walk the walk. We do the work. How come, a man with all these skills I got, I ain't working. Guys like me and him, we can't find no work. Why is that? And you're in my back yard. That's all I got to say.

Cutaway of Drew Forster

16:24

STANFORD COLE O/C:

I've been doing iron work for 23 years. People of color's not gonna be working. In other words, you have more whites on the job itself and it's been like that.

Cutaway of Jim Grossman

CARLOS HENRIQUEZ O/C:

I understand your frustration, cause I know you've been doing it for a long time, but that frustration can turn into something constructive

²¹ Email from Daniel Antonellis, January 30, 2012; Suffolk Construction website, The Salvation Army website.

when you share that with us at meetings like this, when you share...

JULIO HENRIQUEZ O/C: The workforce development, that's one of the issues that really beset this community, because,

Headline: Construction Hiring Goals Unmet

JULIO HENRIQUEZ V/O: in the past it's always been the city turns a blind eye to what a lot of the developers and contractors are doing²².

Headline: Fewer residents get building jobs

JULIO HENRIQUEZ V/O and O/C: They'll blame it on the unions. Everybody's pointing s finger at each other nobody's sitting down at the table and saying 'well, wait a minute. Let's sort of work through this and see where we can find a solution.'

17:07

Workforce Meeting. Carlos Henriquez: We will take action on that, we will...

CARLOS HENRIQUEZ V/O:
If you think those two guys were frustrated, when we started this process you had a room full of 30 people like that.

*LOWER THIRD: Carlos Henriquez
BOARD PRESIDENT, DSNJ*

CARLOS HENRIQUEZ O/C:
They've all seen the building come in and seen it get built by people that don't live here, that don't look like people from this neighborhood and missed out on the millions of dollars, and missed out on the opportunity to make the community better.

CU of Kroc site construction woodworker

JOHN BARROS V/O:
What was being asked for by the neighborhood was pushing for the construction job goals.

17:36

²² Slack, Donovan. Fewer residents get building jobs. Boston Globe. September 10, 2009; Siefer, Ted. Towering Quotas. DigBoston.com, February 5, 2008. Web.

LOWER THIRD: John Barros
EXECUTIVE DIRECTOR, DSNI

JOHN BARROS O/C:
51% minority, 51% residents and 15% women²³.

Scenes from Kroc construction site

JOHN BARROS V/O and O/C:
We also asked that at least 35% of the total contracts given to subcontractors went to women-owned or minority-owned businesses²⁴.
When we first laid it out the Army said ‘No. That’s too much.’ And we continued to talk about how we can get it done, and why we thought it was reasonable. And after a series of meetings, and a series of back and forth, I think the Army took a leap.

Workforce Meeting

18:08

WORKER O/C:
This will be the beginning of something that this city and state has never had.

JIM GROSSMAN V/O:
Anytime somebody’s challenging you to do better, it’s only going to make you better.

LOWER THIRD: Jim Grossman
PROJECT EXECUTIVE, SUFFOLK CONSTRUCTION

JIM GROSSMAN O/C and V/O:
Our goals here are 51% residents, 51% minorities, and 15% females. What we did with our subcontractors, we said we’re all going into this together knowing that these 51/51/15 percentages are requirements²⁵.

18:37

Kroc construction

²³ Email sent from Drew Forster (TSA) to John Barros (DSNI), August 3, 2006; Suffolk Construction, Featured Projects, Ray and Joan Kroc Corps Community Center of Boston, Web.

²⁴ Email confirmation from Travis Watson, September 8, 2011

²⁵ Email sent from Drew Forster (TSA) to John Barros (DSNI), August 3, 2006; Suffolk Construction, Featured Projects, Ray and Joan Kroc Corps Community Center of Boston, Web.

Fade to black

Uphams Corner Commuter Rail.

Contemporary tracking on housing / Pan on rubble and vacant lot

JOHN BARROS V/O:

How do you increase the economic development of a neighborhood and make sure that poor people can take advantage of those improvements? Because so often what you see is the improvement strategies improving low-income neighborhoods, and also moving those people out as part of the improvement.

19:13

MAY LOUIE V/O:

When the neighborhood was really destroyed, the community came together and said

LOWER THIRD: May Louie
DIRECTOR OF LEADERSHIP & CAPACITY BUILDING, DSNi

MAY LOUIE O/C and V/O:

we want to be able to rebuild, revitalize this neighborhood in a way where those of us who are here now aren't going to be priced out²⁶. We set up a land trust to protect the affordability of the homes, and at the time that we did it, it was a pretty new idea.

Map Animation

JOHN BARROS V/O:

The majority of the Dudley neighborhood is in Roxbury, with a part of it in North Dorchester. So, the Dudley neighborhood is in the heart of Boston²⁷. The land trust primarily focuses on a 60-acre area in our neighborhood that we call the Dudley Triangle. In that triangle area we own about 32 acres of land. We've sponsored about 225 units of affordable housing²⁸.

20:17

²⁶ Medoff, Peter, and Holly Sklar. *Streets of Hope: The Fall and Rise of an Urban Neighborhood*. Boston, MA: South End Press, 1994. p 89. Print.

²⁷ Ibid. *Boston Neighborhoods and Adjacent Towns Map; Dudley Neighborhood Profile*. Prepared for Urban Village Working Group, DSNi, June 2003. p3. Web.

²⁸ DSNi.org. *Community Profile*. Web; US Department of Education. *Promise Neighborhoods 2010 Grantees*, October 2010. p 17. Web; DSNi.org, *History*. Web.

Pan dissolve from vacant lot to new housing

MAY LOUIE V/O:

That 30 acres of land that had been vacant when DSNI started – it is now filled with permanently affordable homes, with parks and playgrounds and a community greenhouse²⁹.

Shots of landtrust homes

MAY LOUIE V/O AND O/C:

We built the last homes in the community plan during a national economic crisis, including an unprecedented collapse in the housing markets³⁰.

20:47

Zoom out from cars on street to sign: We've got the keys to your first home

Dacia and Dwayne feeding family at dinner table

LOWER THIRD: *Dacia & Dwayne Thompson*
 FIRST-TIME HOMEBUYERS

DACIA THOMPSON V/O:

We went to an open house on a Saturday and from that open house we – like three weeks later – had gotten ourselves very involved with everything.

Close-up of toddler

DWAYNE THOMPSON V/O:

We were like the only ones attempting to buy a house

DACIA THOMPSON V/O:

--in Boston.

DWAYNE THOMPSON V/O:

The waiting is the stress.

21:08

²⁹ Ibid.

³⁰ As per Kelly Thomson notes: start of construction 3/17/2008; last sell: 13 Dean Street, 4/30/2010

DACIA THOMPSON O/C:

I think the whole process is stressful. I'm a social worker, that's stressful unto itself. I think house buying is the most stressful thing ever, next to giving birth.

CARD: Dacia and Dwayne's new home will be on the Dudley Neighbors Inc. (DNI) Community Land Trust. They will move in next month.

21:32

Zoom out: Plan of House

DWAYNE THOMPSON V/O and O/C:

It's a blue house halfway down Brookford Street³¹. Tamar's room will be on the second floor, Ayani's room is on the second floor and then Theresa's room is on the third floor with Mommy and Daddy on the other side of the hall.

DACIA THOMPSON O/C:

It's beautiful. It's gorgeous. It's gorgeous.

Landtrust sign on fence: "18 New Homes Coming Soon"

DACIA THOMPSON V/O:

I look forward to having a stake in the property and a stake in the community.

Two women watering flower garden

MAY LOUIE V/O and O/C:

A Community Land Trust is an arrangement that recognizes that the community has an interest and the family has an interest. So it splits ownership³².

22:06

*LOWER THIRD: Che Madyun
RESIDENT & FORMER BOARD PRESIDENT, DSNi*

³¹ As seen in film.

³² Medoff, Peter, and Holly Sklar. *Streets of Hope: The Fall and Rise of an Urban Neighborhood*. Boston, MA: South End Press, 1994. p 158-9. Print.

CHE MADYUN O/C and V/O:

The individuals who buy the housing, they own the house, but not the land. And the purpose of doing that is to keep the housing affordable and in the community.

Rice Family & Jason Webb enter house

22:21

LOWER THIRD: *Jason Webb*
 DIRECTOR, DNI COMMUNITY LAND TRUST

JASON WEBB O/C:

These homes right here are 18 new units³³. It's cost us about 300 grand to build it. We're selling it a 185³⁴. Having the community really control the land will ultimately mean that the house that's on top of it will always be affordable.

Archival: Foreclosure signs

WBZ-TV/BOSTON NEWSREPORTER V/O:

A startling amount of families are on the verge of losing their homes here in Massachusetts. Last month, more than 2,800 foreclosure petitions were filed. This is the first step in the long foreclosure process. This is...

Headline: Foreclosure crisis is driving many to seek help
No Let up in Foreclosures

22:54

JOHN BARROS V/O:

In the middle of a major foreclosure crisis, our land trust has been a real pocket of protection³⁵.

Headline: Group helps Roxbury residents keep their homes

DAVID ABROMOWITZ V/O:

We made sure that any mortgage lender would be a responsible lender, not a predatory lender. As a result, land trust homeowners

LOWER THIRD: *David Abromowitz*
 LEGAL COUNSEL, DNI COMMUNITY LAND TRUST

³³ As per maps

³⁴ Kelly Thomson notes: Total development cost = \$5,745,000/18 units = \$319,167/unit

³⁵ Sklar, Holly. No Foreclosures Here, YES! Magazine, Winter 2009 p. 349; Ballour, Brian. Shelter from Foreclosures. Boston.com. January 21, 2008.

DAVID ABROMOWITZ O/C and V/O:
almost completely avoided the types of predatory loans with hidden interest rates, teaser rates, exploding payments due, that people literally next door found themselves having to pay and face and they couldn't do it³⁶.

23:30

Headline: No Foreclosures Here

DAVID ABROMOWITZ V/O:
Homes on land trust land are weathering the financial turmoil and the foreclosure crisis enormously well³⁷.

JOHN BARROS O/C:
But not all the homes in the neighborhood are on the land trust.

Shots of Land Trust homes in contrast to boarded-up homes

JOHN BARROS V/O:
Right next to our land trust homes, you have streets now, that are being abandoned with empty homes, and that attracts crime, and creates a real stress for families in our neighborhood. The foreclosure crisis has really threatened all the work we've done³⁸.

JASON WEBB O/C:
We've convened a foreclosure round table as a part of a strategy here in Dudley to actually bring a lot of the agencies together to talk about all of our different methods to prevent foreclosures.

Foreclosure Round table

24:20

LOWER THIRD: *Penelope Pelton*
NUUESTRA COMUNIDAD DEVELOPMENT CORP.

PENELOPE PELTON O/C and V/O:
I live right down the street and walk to work, so I look at all the properties and I can see when a property is starting to go down. All

³⁶ Sklar, Holly. No Foreclosures Here, YES! Magazine, Winter 2009. p 348; Abromowitz, David and Janneke Ratcliffe. Homeownership Done Right: What Experience and Research Teaches Us. Center for American Progress, April 2010.

³⁷ Ibid.

³⁸ Civic Boston. Hendry Street Foreclosures: Fluke or Portent? February 21, 2008; Appelbaum, Binyamin. Hendry St. rescue plan underway. Boston.com. February 15, 2008.

the clues are there, there are no signs, no boarded windows, but you can begin to see it.

24:35

LOWER THIRD: *Jorge Martinez*
PROJECT RIGHT, INC.

JORGE MARTINEZ O/C: People economically are riding the wave and they're just waiting for the next shoe to drop.

JOHN BARROS V/O and O/C: I think if we can map it, and look at the clusters, and then use some of this, the street knowledge, lets walk, lets...

Pan dissolve from boarded up to restored home

JOHN BARROS V/O:
Our partners have been able to acquire abandoned or already foreclosed homes and they're putting them back in the market. But, within the context of the national economic downturn, there continue to be huge challenges for us as we do our work³⁹.

Fade to Black

25:08

Courthouse

LOWER THIRD: *Dwayne & Dacia's closing*

DACIA THOMPSON V/O:
I feel like, from our perspective, this is an emotional purchase, journey. Uprooting our family. Like this is...dramatic.

MAYTE RAMOS O/C:
This is the compliance agreement and basically this one states that in the event that the bank needs any documents signed, you're going to cooperate with them in resigning—

DWAYNE THOMPSON V/O:
I've seen that house every day.

25:45

Off-camera: Everyday?

³⁹ City of Boston. Mayor Menino "Welcomes Home" 12 First-time Homebuyers of Foreclosed Properties. September, 10, 2011. Web

DWAYNE THOMPSON V/O and O/C:
Everyday. I told you, I stalk the house. Hopefully it hasn't seen me hiding in the bushes, but I've been there.

Pan from books to table.

CHE MADYUN V/O:
Buying into this land trust means you can't resell at market rate⁴⁰.
That's not the intent of what these houses were for. It's for people who want to live in a community

*LOWER THIRD: Che Madyun
RESIDENT & FORMER BOARD PRESIDENT, DSNI*

CHE MADYUN O/C:
and want to be able to make it possible for someone else to be able to do what they did: start off with something affordable.

26:14

Dacia claps...

DWAYNE THOMPSON O/C:
Oh wait, wait. Look! He's got something. Look at that! He's got keys. You want to be the first one to touch the keys?

DACIA THOMPSON O/C:
No. You go ahead.

DWAYNE THOMPSON O/C:
Are you sure?

DACIA THOMPSON O/C:
I might pass out.

DWAYNE THOMPSON O/C:
No, I think you should touch them.

TRAVIS WATSON O/C:
Same time? I'm kind of thinking it's like a together thing.

DACIA THOMPSON O/C:
Yay! (Laughter)

⁴⁰ Medoff, Peter, and Holly Sklar. *Streets of Hope: The Fall and Rise of an Urban Neighborhood*. Boston, MA: South End Press, 1994. p 159. Print; DSNI, *Facilitators' Handbook for Community land Trust 'Road Shows,'* 1989.

DWAYNE THOMPSON O/C:
Alright, don't hog the keys.

Dacia & Dwayne enter their new home at night

DWAYNE THOMPSON O/C:
Woo-hoo-hoo-hoo! Alright.

Fade to black

27:12

Vote Today sign

LOWER THIRD: *November 3, 2009*
 ELECTION DAY

CARLOS HENRIQUEZ O/C:
Good morning ladies, how are you?

LADIES V/O:
Fine thank you and how are you?

CARLOS HENRIQUEZ O/C:
Pretty good. I'm Carlos Henriquez, hope you'll consider me for a vote today.

LADY V/O:
Who?

CARLOS HENRIQUEZ O/C:
Carlos Henriquez, your neighbor, I live right down the street.

CARLOS HENRIQUEZ O/C (*shaking hands*):
Good to see you today.

CARLOS HENRIQUEZ V/O and O/C:
I saw the disparity between our neighborhood here and other neighborhoods in the city: how much we're disconnected from the services we should be getting. So I said, you know, the only way I'm going to change this from what I know is to be active in it.

27:47

Archival of Julio Henriquez walking with children

LOWER THIRD: 1991
 DSNI YOUTH PROGRAM

CARLOS HENRIQUEZ V/O and O/C:
I grew up in a household where my, my mother and father were very civically active, so it was always there. So it's just constantly been building on that. What has your father been doing your whole life? And he's been serving other people. I said well, I kind of wanna idolize that guy, I wanna be like him.

JULIO HENRIQUEZ O/C:
Alright, all set?

CARLOS HENRIQUEZ O/C:
All set. Good to go. Who'd you vote for? Me, or Chuck?

JULIO HENRIQUEZ O/C:
Uh, I voted for Chuck, let's see, I voted for Chuck...(laughter)

CARLOS HENRIQUEZ O/C:
Twice?

JULIO HENRIQUEZ O/C:
Twice. I put two blocks in, two blocks for Chuck, right. Go Chuck, go chuck.

28:24

Early evening at the polls

CARLOS HENRIQUEZ O/C:
How you doing today sir? Carlos Henriquez, that's me... Will you give me a vote?

JULIO HENRIQUEZ O/C:
He lost by a significant amount the last time. We're hopeful that he'll win, but, you know, we're prepared for whatever.

28:39

Location: Rudy's

Jazz band playing

CARD: *Carlos loses his second run for city*

council by 20 percentage points.

CARLOS HENRIQUEZ O/C:

I'll give myself one day off and then we should be back to work. I'm a teen program coordinator in the South End where I work with teens everyday. So I'll be back to that, making sure they do their homework after school, making sure they're looking for year-round or summer jobs. So the work continues.

CARLOS HENRIQUEZ *speech* O/C:

I want to thank you all again. Thank you for being here. Let's make sure we enjoy this night. It's not a sad night. Let's make sure we celebrate.

29:17

CARLOS HENRIQUEZ O/C:

Watch out now.

JULIO HENRIQUEZ O/C:

I love you brother.

CARLOS HENRIQUEZ O/C:

Thank you sir, I appreciate you Dad.

JULIO HENRIQUEZ O/C:

We'll do it next time.

CARLOS HENRIQUEZ O/C:

I love you so much.

JULIO HENRIQUEZ O/C:

We'll do it right next time. We're gonna keep it going. We're gonna make it.

CARLOS HENRIQUEZ O/C:

Absolutely.

Fade to Black

29:31

Steven Evans pushes open trailer door, walks onto construction site

LOWER THIRD: *February 2010*

STEVEN EVANS V/O:

To be honest this is the most aggressive project I've been on for the workforce.

LOWER THIRD: Steven Evans
ASST. SUPERINTENDENT, SUFFOLK CONSTRUCTION

STEVEN EVANS O/C:

I've never been on a project that the numbers were so high. And to meet that 51/51/15, it's...it's tough, you know.

Kroc construction scenes

JIM GROSSMAN V/O:

When the subcontractors aren't hitting the numbers, we have to force it upon them. So knowing that the laborers' union has enough residents, has enough minority participation within their union, so now you have the facts. Then you can then

LOWER THIRD: Jim Grossman
PROJECT EXECUTIVE, SUFFOLK CONSTRUCTION

JIM GROSSMAN O/C:

force that upon and say "No. We know these applicants and candidates are out there. Put 'em on."

30:20

MARIA STORMS V/O:

There's only 2 female ironworkers here⁴¹!

MARIA STORMS O/C:

We live around here, so we're fortunate. And then on top of it, being in our neighborhood, being a part of our community and something that we grew up in. I mean we really got lucky.

LLEW SMITH: Do you have children?

MARIA STORMS: Yes

CHRISTINA BROWN: 5 kids, yup.

LLEW SMITH: So your kids are gonna be part--

⁴¹ Ref. tape HG1135 at 00:18:00: Stanford Cole, Ironworker from Mattapan, supports this statement.

CHRISTINA BROWN: They will be coming here.

30:41

DREW FORSTER V/O:

There were a lot of people when that workforce development effort began who said, "51% local, 51% minority, 15% women

*LOWER THIRD: Drew Forster
KROC PROGRAM/DEVELOPMENT MANAGER, THE SALVATION
ARMY*

DREW FORSTER O/C and V/O:

– it'll never happen. Good luck. You know, you guys, The Salvation Army, god bless you, you like to help people, um, you know, but that's a system you're not gonna change." But we've been effective because The Salvation Army's been at the table from early on. Suffolk Construction's been at the table from early on. DSNi's been at the table from early on. And at this point the projections look good that we will make and exceed every one of those goals.

Kroc time lapse

31:27

CARLOS HENRIQUEZ O/C:

I would say get that guy a hard hat, but I know how thick his head is.

Julio Henriquez walks up to camera – no hard hat

JULIO HENRIQUEZ O/C:

I got a hard head to start with anyway, so I don't need a hard hat.

LLEW SMITH V/O:

You're dressed for the weather.

JULIO HENRIQUEZ O/C: (To Kelly)

Thank you

KELLY THOMSON V/O:

You're welcome. How are you?

JULIO HENRIQUEZ O/C:

Pretty Good

DREW FORSTER V/O:

Well, let's get inside before we get more wet...

31:52

*CARD: 11 months after the groundbreaking,
Carlos and Julio tour the progress of
the Kroc Center for the first time.*

DREW FORSTER O/C:

Two main entries to the facility.

DREW FORSTER O/C:

This will be the classroom for the teaching kitchen.

DREW FORSTER O/C:

So everybody sort of comes into this central foyer area.

DREW FORSTER O/C:

Here's your café...

DREW FORSTER O/C:

So here's the two-court gym.

CARLOS HENRIQUEZ O/C:

I'm really thinking back to being a kid and planning our first
community center and I'm blown away. Like I'm blown away.

32:24

Archival footage of Carlos Henriquez in Young Architects Program

Young Carlos Henriquez: ...the models you see right here

CARLOS HENRIQUEZ V/O:

Going into our third generation here at DSNI, I can only imagine
when we pass the torch to them, how much better they'll do.

32:33

*LOWER THIRD: 1991
NEIGHBORHOOD CLEAN-UP*

Archival footage of neighborhood clean-up

CARLOS HENRIQUEZ V/O:

At 14 and 15, what we were dealing with in the neighborhood was clearing vacant lots. 15 years ago, it would have been all adults planning it. Now, it's almost all youth planning it.

CommunityScapes footage and stills

JASON WEBB V/O:

CommunityScapes is a program here at Dudley Street Neighborhood Initiative that really focuses on the upkeep of the open spaces that the land trust owns⁴².

LOWER THIRD: *Jason Webb*
 DIRECTOR, DNI COMMUNITY LAND TRUST

JASON WEBB O/C:

Over the past five years I've run this program.

CommunityScapes youth set up for presentation

JASON WEBB V/O:

This year, I've handed over that power to this team of youth.

33:16

DESTINY FERNANDES O/C:

So on Monday, which is the first, day we'll have a hour of handouts.

ROBERT STUCKEY O/C:

Week 3, the task is work on the church lot -- the St Patrick's church on Dudley Street.

KIMBERLY BAPTISTA O/C:

Three supervisors structure because of the group size.

33:31

JENNIFER FERNANDES-ALVES V/O:

It's your community so why not help it out.

LOWER THIRD: *Jennifer Fernandes-Alves*
 JUNIOR SUPERVISOR, COMMUNITYSCAPES

⁴² Urban Ecology Institute. Planting Pride, City Wide. 2008 CityRoots Photo Journal; Email from Ros Everdell, August 11, 2011.

JENNIFER FERNANDES-ALVES O/C:

Because your community is who you are as well, because it's the way you treat it. So if your community's dirty, it's because you helped dirty your community.

JASON WEBB O/C and V/O:

Alright it looks like we got a... looks like we got a summer. This is great guys.

LOWER THIRD: *Destiny Fernandes*
JUNIOR SUPERVISOR, COMMUNITYSCAPES

DESTINY FERNANDES:

Jason told us that we had \$30,000 amongst everybody⁴³. So what us nine youths had to decide was if we were going to split it evenly amongst everybody or you know the Junior Supervisors get two dollars more.

MARIAH GOMES V/O:

So how much are we getting paid and how much are they getting paid?

JENNIFER FERNANDES-ALVES V/O:

They have to get \$8/hour.

34:11

ROBERT STUCKEY V/O:

We're coming up with how much we get paid?

KIMBERLY BAPTISTA V/O:

How much everybody gets paid.

JENNIFER FERNANDES-ALVES O/C:

I'm saying at least 10.

ROBERT STUCKEY V/O:

11.

MARIAH GOMES V/O:

That's too much money. So we gotta cut it down. So--

JENNIFER FERNANDES-ALVES O/C:

Wanna try 9?

⁴³ Per Kelly Thomson conversation with Jason Webb.

MARIAH GOMES V/O:
Yeah.

34:31

DESTINY FERNANDES O/C AND V/O:
We decided to give other members a chance for them to you know, start working. We took all of that extra two dollars and we hired, I think, ten more people.

Community Scapers at work in a building

MARIAH GOMES V/O:
It was probably the hardest decision we made

LOWER THIRD: *Mariah Gomes*
 JUNIOR SUPERVISOR, COMMUNITYSCAPES

MARIAH GOMES O/C:
Because half the people's like, "No I want to get paid the \$9/hour and let's have less youth." And some people's like,

Youth slashing grass outside community greenhouse

MARIAH GOMES V/O:
"No it's OK, let's get paid the \$8/hour and give other youths the experience of what it is to have a first job."

Community Scapers at work 35:06

LOWER THIRD: *Alicia Mooltrey*
 NEIGHBORHOOD RESIDENT & DSNi STAFF

ALICIA MOOLTREY V/O and O/C:
Do they want that extra dollar or do they want more of their friends to be employed and to be involved in something positive? And for them, it's like they'd rather help out their friends which are in turn their community and that just shows how much they've matured over time.

Fade to black

Dudley Streets Time Lapse

35:41

JASON WEBB V/O:

Today's really a good day for you guys to all come back together and really to have a dialogue with the governing board that oversees the land trust.

*LOWER THIRD: May 2010
NEW HOMEOWNERS' MEETING*

JASON WEBB V/O:

I've worked with all you guys individually. To continue to, you know, be an open door for you guys,

*LOWER THIRD: Jason Webb
DIRECTOR, DNI COMMUNITY LAND TRUST*

JASON WEBB O/C:

I know that sometimes I don't answer my phone. I'm trying to work on that.

36:12

*LOWER THIRD: Julio Henriquez
BOARD PRESIDENT, DNI COMMUNITY LAND TRUST*

JULIO HENRIQUEZ V/O and O/C:

I'm the President of the Land Trust, and hopefully we can have a dialogue about some of the things that you need and some of the efforts that we can make on your behalf.

*LOWER THIRD: Jacqueline Green
NEW LAND TRUST HOMEOWNER*

JACQUELINE GREEN V/O and O/C:

One night my alarm went off. The response time with the cops, it took them like 25-30 minutes just to show up. I said to my kids, "If somebody, if we were being killed, they would have killed us and gone!"

JULIO HENRIQUEZ V/O and O/C:

That's another part of the problem that we need to solve collectively and so the more people bring those kinds of circumstances to us, the more we can work on those together.

36:55

DACIA THOMPSON V/O and O/C:

Some of the Brookford, Dacia St, Rand St families have gotten together and done a couple meetings—meet and greet—and we looked into a neighborhood watch. We're very motivated and committed to keeping the streets safe for our kids to play in. So we've had two meetings... three meetings? You know, we're just motivated to start something.

Archival of early Homeowners' Picnic

LOWER THIRD: 1994
 NEW HOMEOWNER'S PICNIC

37:33

DEBRA WILSON V/O:

I've been here for 17 years. I wanted stability; I wanted connection; I wanted a sense of belonging. When I bought the house, I bought into a community

LOWER THIRD: *Debra Wilson*
 LAND TRUST HOMEOWNER

DEBRA WILSON O/C and V/O:

and I could either sit back and complain or try to make a difference. Buying this house turned me into an activist. This was a heavy drug area and it's not like that anymore. If you want change, you have to work for that change.

Fade out

38:18

LOWER THIRD: *Dacia & Dwayne have been*
 in their home for one year

DACIA THOMPSON V/O and O/C:

It's really, really nice to have the opportunity to do whatever you want. So we have things hanging on ceilings, we have pictures on the walls, we've picked our own paint color. And so to have that freedom was amazing.

Opening tins of pink paint

38:47

DACIA THOMPSON V/O and O/C:

With this particular house, we own the structure, but we do not own the land. Um, it's under a land trust. And so, we still have a landlord. There's still conditions on owning this house.

DWAYNE THOMPSON V/O and O/C:

So the original deal was after everybody moved in, they were going to fence in all the yards. And first they told us they couldn't do it last year because the ground would be frozen. And then Jason told us that the contractor wouldn't be able to do it until next year. So we all started complaining and finally he got another contractor, but they still haven't put the gates in and they haven't said when they're gonna put the gates in. They actually said they have no money to do the gates right now.

DACIA THOMPSON V/O and O/C: If they're not gonna do it, don't say they're gonna do it. And if they're gonna do it, then do it in a reasonable time frame. You're a lot less angry and bitter if you know what's going on.

39:55

JOHN BARROS V/O:

Sometimes we over-promise. There is a lot that residents want to do, have asked us to help them with, and so, communicating the progress, communicating some of the setbacks has been a real challenge for us.

Shot of Thompson home from the outside

DACIA THOMPSON V/O:

We created a neighborhood watch group and then partnered with the Boston Police in this area⁴⁴.

DWAYNE THOMPSON V/O:

The police are good.

DACIA THOMPSON O/C:

They won't respond if they don't have calls. So call. And so we started calling, so they started responding. So it was good.

⁴⁴ Email from Dacia Thompson, June 13, 2011; Area 324 poster: April 14, 2011 meeting.

DWAYNE THOMPSON V/O and O/C:

Now our neighborhood watching has turned into more of a, we do potlucks and we cook on the grill and everybody brings...

DACIA THOMPSON V/O:

Neighborhood fellowship...

DWAYNE THOMPSON O/C:

Yeah, neighborhood fellowship.

DACIA THOMPSON O/C and V/O:

We established a community that we feel comfortable with. And hopefully in the years it will continue to expand itself.

Fade to Black

40:53

Sign: Job Fair Here Today!

LOWER THIRD: *Kroc Center Job Fair*
 FOUR MONTHS BEFORE OPENING

VOLUNTEER V/O and O/C:

Are you here for the job fair? Are you here for the Job fair? OK, take a number and when they call your number you can get an application.

Job Fair scenes

LOWER THIRD: *Beverly Bostic*
 DORCHESTER RESIDENT

BEVERLY BOSTIC V/O and O/C:

I've recently become unemployed. I'm here to see if I can get one of the part-time positions in the evening preferably. Customer Service, I think.

CARD: *Almost 3,000 people showed up for 35 full and part-time jobs⁴⁵.*

41:33

⁴⁵Email correspondence with Major Kountz and Tara Van Horne, September 14, 2011.

CARLOS HENRIQUEZ V/O:
The Salvation Army, they've only had three management hires to date

LOWER THIRD: Carlos Henriquez
BOARD PRESIDENT, DSNi

CARLOS HENRIQUEZ O/C and V/O:
and all those were done internally without consulting, or posting them to the neighborhood. That lack of transparency is causing us concern⁴⁶.

41:54

Major Bode at Kroc Groundbreaking

TRAVIS WATSON V/O:
Um, it also turns out that the facilities management position at the Kroc Center, he's actually the son of the State Territorial Commander, Major Bode of The Salvation Army⁴⁷.

LOWER THIRD: Travis Watson
COMMUNITY ORGANIZER & PLANNER, DSNi

TRAVIS WATSON O/C:
So the whole nepotism concept going there is really not sitting well with folks.

42:09

Kroc Center under construction

MAJOR ROBERT KOUNTZ V/O:
It just so happened the best candidate, in this particular case was related to a particular Army person. We had applicants coming in from New Hampshire, from California—

LOWER THIRD: Major Robert Kountz
KROC CENTER ADMINISTRATOR, THE SALVATION ARMY

⁴⁶ Ref. tape HG1186: at TC 11:35 John: "They've hired 3 jobs, SA personnel in Executive positions and that's all we know. And we've been questioning them and they haven't been giving us answers."; tape HG1186, TC 12:50 Janet: "Major Kountz who's been the contact person And he just sent this very vague, evasive email about one, the hiring of all these SA folks that do not reflect this community, key roles and well paying jobs within the center, and he didn't have a date for a job fair."

⁴⁷ Kountz's transcript, tape HG 1199: what we have here is the person who was related was the most qualified for the job'; Lucia Nhamo confirmation on 1/17/2011, via phone call to Kroc Center reception desk: facilities manager's name is "Will Bode."

MAJOR ROBERT KOUNTZ O/C:
we had only 3 or 4 from the community at that particular time,
because I handled it myself knowing how sensitive certain things
are.

42:28

Scenes from Job Fair and Kroc construction progress

JOHN BARROS V/O:
During the early conversations with The Salvation Army one of the
more important conversations was around our values and their
values. The community wanted to see a center where it would feel
like this place belongs to us, this place is us. We've been very
clear that affordability and accessibility to the center would be really
critical.

Chris Needham (The Salvation Army) sets up chairs for Kroc Meeting

JOHN BARROS V/O: The Salvation Army, very early on, had very
affordable projections of membership. At some point, that
changed⁴⁸.

LOWER THIRD: *Chris Needham*
 KROC BUSINESS MANAGER, THE SALVATION ARMY

CHRIS NEEDHAM: These are the general rates for the center.
We have one parent with up to three children at \$70/month and
then two parents with up to three children is \$85/month⁴⁹.

CU of membership rates

43:15

JANET JONES V/O: They're doing a monthly fee and, you know,
for a family it just seemed very high. If you're gonna charge
\$70/month for

LOWER THIRD: *Janet Jones*
 CO-CHAIR, DORCHESTER/ROXBURY LABOR COMMITTEE

⁴⁸ Tape HG1125 TC 38:45, Drew Forster says, "What we've been talking about really since the beginning is a fee that would be in the neighborhood of \$35-\$40/month for a family membership."

⁴⁹ Kroc Center Pamphlet: General Membership Fees.

JANET JONES O/C:

a family in this area, that, that's not gonna work for a lot of families. I mean, people are out of work and even when they have work, they don't have high paying jobs. I mean, we—this is the inner-city.

MAJOR KOUNTZ O/C:

It's a four million dollar budget right off the bat⁵⁰. It already has a million and half dollars that has to be raised yearly, some of that through memberships and the rest of it is with our ongoing donors, just to maintain it.

Kountz at meeting

43:47

CARLOS HENRIQUEZ V/O:

Unfortunately from the community what we're hearing is that it's not affordable. And it's not coming back to them, it's coming back to us at DSNi and those of us that represent the residents of the community.

CARLOS HENRIQUEZ O/C:

It's someone stopping me walking down the street, it's a phone call; it's an email; it's a facebook; it's a response on twitter.

44:02

*LOWER THIRD: Dudley Youth Council
MONTHLY RADIO SHOW*

JERU BERRY O/C:

Yeah, I do agree. I do think if, um, it is for the community, that the prices should be reasonable and um, looking over them I don't really see them being that reasonable.

JOANNA ROSA O/C:

I know a lot of kids who wants to go there, but it's just like, they can't afford the money to get in.

*LOWER THIRD: Jose Rodriguez
NEIGHBORHOOD RESIDENT*

⁵⁰ Moore, Mary. Salvation Army faces affordability complaints around Kroc Center. Boston Business Journal. August 19, 2011.

JOSE RODRIGUEZ O/C:

We were all excited about it. You know, wow, we'd love to come here. And then when we went there, and we're looking around, and they gave us a tour, and then um...and 'this is how much it costs.' We're like 'Oh my god.' You know like 'wow.'

Kroc Center

44:33

TRAVIS WATSON V/O and O/C:

Carlos Henriquez and I met with Major Kountz to kind of go over some unanswered questions regarding membership, full-time hiring, the structure of the center once it's open - regarding if we'll have participation in some of the hiring, things like that.

CARLOS HENRIQUEZ O/C:

So we had an idea that, you know, we weren't gonna be the heavies. You know we were gonna come in, you know one of us would bring up the tough points and one of us would bring up the nice points. Kind of the good cop/bad cop routine.

TRAVIS WATSON O/C:

Those roles actually ended up changing, which was really funny. I was supposed to be the good cop and that didn't actually turn out so well.

CARLOS HENRIQUEZ O/C and V/O:

Major Kountz asked, you know, 'Is DSNI trying to control this building?' And we were taken aback by it, going 'No, we're not trying to control this building. Like, that's not what DSNI does. We're used to having input into the programs that come into our neighborhood.' So for the Army they're going 'Why are they asking for input? Why aren't they just happy that this is here?' And for us we're going 'Don't they know who we are? Why aren't they asking for our input? Why are we having to insert ourselves into it?'

45:29

Kroc completed exterior

MAJOR KOUNTZ V/O and O/C:

With a project so big, and with attorneys and zoning permits, and we're still going through zoning permits. I'll never do this again I don't think. It's not like you're trained to do this.

CARLOS HENRIQUEZ V/O and O/C:

So I put myself in his shoes and thought about the tremendous pressure he must be under. Especially doing something for the first time and thought about what he might need for support. And that he might not have it. And that was my first offer – how I brought the meeting back together. I said: ‘You know, I can only imagine what it’s like to be under this kind of pressure. And I want you to know that whatever you need that we can provide, please share it with us and we will.’

JOHN BARROS V/O and O/C:

The Salvation Army as it should, should make sure that it’s got its eyes on the entire project. From a DSNI standpoint, what we’re trying to do is always make sure that their attention and their focus is back on what the community thinks is important. We’re having difficult conversations. So that’s going to take our best at being able to disagree and being able to compromise.

Kroc Timelapse

Night shots – car lights

46:50

CARD: When Marie St. Fleur stepped down as State Representative, Carlos decided to run.

CAMPAIGN VOLUNTEER V/O:

Number of precincts 19, number of precincts reporting 15. Total number of votes: 1,615.

CARLOS HENRIQUEZ O/C to voters:

How you doing?

CAMPAIGN VOLUNTEER V/O:

Carlos Henriquez 572, Barry Lawton 560, Althea Garrison 308, Roy Owens 169⁵¹.

JOHN BARROS O/C:

We’re going to start celebrating anyways even though the word’s not official.

⁵¹ Screen shot from footage, HG1179, TC: 00:22:57

Clapping – Carlos & Sheena enter

47:26

CARLOS HENRIQUEZ (speech) V/O and O/C:

The success of this campaign, it comes from the work that we already did. All those days when we were lit dropping and the nights we've been here and there's been a concession speech, those were all paying it forward so that we could have this night. As I was standing at the polls today I felt a couple of rocks in my shoe and I realized that in the bottom of my shoe there is a hole and that is my sock right there. We've been walking the neighborhood every single day and I burned a hole in my shoe. I did not walk alone, I walked with all of you so thank you very much for sharing this with me.

JULIO HENRIQUEZ V/O and O/C:

This is a good night. We did it. You know, at long last we did it. The work has just begun because even if the electorate doesn't hold him accountable he knows that I'll hold him accountable. We've got work to do.

CARLOS HENRIQUEZ: We're gonna have to ban him from the office before I even get in there.

Zoom in on photo of Carlos Henriquez at swearing-in

Fade to Black

48:38

Alicia Mooltrey graduation: pan of students in procession

ALICIA MOOLTREY V/O:

I wasn't sure if I was gonna attend my graduation because my mother died. I was going through the motions of that and grieving. But at the end of the day, I decided to go because I felt like I needed to show that you have to keep going.

ALICIA MOOLTREY O/C (invocation):

Beneficent and merciful spirit, we ask that you bless us with understanding to take small steps in our work that lead to big change in the world. Let us remember our reasons for taking this path. And help us keep our dreams of improving the welfare of others alive.

*COMMENCEMENT OFFICIAL V/O: Candidates for the degree --
Master of Social Work. Alicia Raheema Mooltrey.*

Alicia Mooltrey receives diploma

ALICIA MOOLTREY V/O:

As a young person, I definitely did not think I was going to get a masters. I think what changed that was doing the work I was doing at DSNI, and wanting to go deeper. My mother would be proud that I went, you know.

Still of Alicia with family posing at graduation

50:13

The Salvation Army flags

LOWER THIRD: *April 2, 2011*
 KROC CENTER OPENING

People enter building

ALEX DOMAND O/C: Ever since construction started it's been the buzz of the area. So far, it's fantastic, it's great.

Bode being interviewed by news station

MAJOR BODE: ...and do all of these wonderful things to educate these children--

Singing: ...this is a church on fire!

51:02

MAJOR KOUNTZ speech O/C and V/O:

I'm humbled to be in this neighborhood and honored to serve in this community. The Salvation Army has worked so hard along your side and we wanted to say thank you. Thank you for allowing us to be part of your community. Thank you for trusting us.

CARLOS HENRIQUEZ O/C and V/O:

I had mixed emotions about the opening. We've heard comments from residents that have said you know DSNI sold out the community to The Salvation Army. DSNI's name is on the line as well because we're the stakeholder for the community part of it.

LOWER THIRD: *Mayor Thomas Menino*
 CITY OF BOSTON

MAYOR MENINO speech O/C and V/O:
This must be open to all. It's about opportunity for these kids—they look at this building, they can't be outside saying: 'why can't I come in?'

51:42

CARLOS HENRIQUEZ V/O and O/C:
This time where, if we don't feel like we're getting heard, we might pick up the phone and call the mayor and say, " Mayor, this is what our concerns are. We want you to voice them as well because they're the concerns of your residents as well."

MAYOR MENINO O/C:
The Salvation Army knows where I'm at. They definitely know where I'm at on this one. They're not too happy with me, but you know something? I don't care. It's about the kids.

LOWER THIRD: *Drew Forster*
 KROC PROGRAM/DEVELOPMENT MANAGER, THE SALVATION
 ARMY

DREW FORSTER V/O And O/C:
We don't ever enter a community lightly. We are aware that there are folks who are speaking about the membership rates and some whom might think that they're on the high side. But we continue to walk out that conversation with DSNi and with the broader community.

Ribbon Cutting

JOHN BARROS O/C and V/O:
The partnership with The Salvation Army has been full of back and forths, disagreements and agreements. Partnerships present tremendous opportunities for us to do more, but partnerships also present tremendous challenges and obstacles. It's not easy...

52:44

CARD: *The Salvation Army and DSNi continue to discuss how to make membership affordable⁵².*

⁵² Per John Barros.

CARD: *With the help of DSNI, The Salvation Army and other city partners, Suffolk Construction exceeded expectations and almost hit all the Kroc Center hiring goals⁵³.*

CARD: *55% of subcontractor awards went to women and minority-owned businesses, with a value of nearly \$15 million⁵⁴.*

CARD: *Suffolk, the largest construction company in New England, is setting similar hiring goals for future projects⁵⁵*

53:17

Shots of contemporary Boston

State House

CARLOS HENRIQUEZ V/O and O/C:

I can't explain to you how much it means to me to be able to grow up in our neighborhood, grow up in DSNI and be in the State House, talking to youth from my neighborhood, and figuring out how we're going to get 12 million dollars, so we can continue summer jobs. What is possible. I really do expect someone from this group to be moving into one of these offices when I'm moving out of one of these offices.

St. Patrick's Church

LOWER THIRD: *June 2011
DSNI BOARD ELECTIONS*

CARLOS HENRIQUEZ O/C:

Things that I've learned through serving this community, through DSNI since the age of 14 is what I take to work with me every day, it's what I bring back with me...

54:13

CARLOS HENRIQUEZ V/O and O/C:

I'm leaving the board. The young man who I worked with is actually running for the board. And I called him on the phone and I said – I didn't tell him I wasn't running for the seat – and I said, 'You're

⁵³ Travis Watson, January 25, 2012: 45% residents, 44% minorities, 8% women

⁵⁴ Email from Travis Watson, September 8, 2011

⁵⁵ Email from Daniel Antonellis, VP of Marketing and Communications, Suffolk Construction Company. September 9, 2011.

running against me for a board seat.' And he was like 'Yeah, to be a leader you gotta do what you gotta do.' And I said, ah, and he didn't miss a beat. I said 'You know, I'm pretty popular in this neighborhood.' And he says, 'So am I. I'll take my shot at you.' So, it just made me laugh. I smiled and I asked him, I really asked him. I said: 'What made you want to run?' And without missing a beat he said, 'You.'

54:43

Joey at podium: "So vote for me to be part of the Board..."

MAY LOUIE O/C and V/O:

He says 'I'm running because of you. I'm running because of the example that you set.' There are a lot of stories like that. Really, really a lot of stories.

DSNI Fair, Carlos Henriquez walking down street, Youth radio show

MAY LOUIE V/O:

DSNI, the Dudley neighborhood in general, has given many of us the chance to make something happen in the world that is bigger than ourselves, and that matters.

Tracking of Dudley Street past dissolves into present. Montage of contemporary Dudley

ALICIA MOOLTREY V/O and O/C:

I remember, in the 90's, walking around with my mom, Dudley Street being a mess! And so, to see it now, like ok, yeah, it's like twenty, twenty-five years later, but all those goals, like happen. So it's like, Ok, if I start today, in like 10 years, maybe things can be, like, the way I want them to be.

55:41

CARD: "By raising our voices, it is the most powerful thing you can imagine."

Picture of Julio Henriquez

CARD: Dedicated to the memory of Julio Henriquez

CARD: And the people of the Dudley neighborhood.

CREDITS:

Card 1

Executive Producers

Mark Lipman & Leah Mahan

Card 2

Director

Llewellyn Smith

Card 3

Producers

Llewellyn Smith & Christine Herbes-Sommers

Card 4

Co-Producer

Kelly Thomson

BEGIN SCROLL

Editors

Randall MacLowry

Kelly Thomson

Coordinating Producer

Wendy Riseborough

Director of Photography

Dakin Henderson

Additional Camera

Jim Billipp

Austin de Besche

Tom Fahey
Lucas Frank
Dillard Morrison
London Parker-McWhorter
Kelly Thomson
Cory Tomascoff

Flipcam

Simoa Barros
Lucas DeBarros
Tony Derosa
Franz Redway
Christopher 'Chef' Rudder
Jason Webb
Vanessa Zamy

Field Photography

Lolita Parker, Jr.

Original Music by

OBT Music

Production Sound

Richard Allen
Clint Bramesco
G. John Garrett
Lucia Nhamo

Associate Producer

Lucia Nhamo

Production Assistants

Evelyn Brito
Mackenzie Fisher
Lucas Frank
Nage Gibson-Thompson
Stephen Marchessault
Akeem Mooltrey
Alex Takats

Animations

Alisa Placas Frutman

Title

Aaron Nee

Graphics

Korynn Rielly Kirchwey

Assistant Editor

Dakin Henderson

Color & HD Mastering

Francis McDonnell

Post Facility

Modulus

Sound Mixer & Engineer

Damon Addleman

Fiscal Sponsor

Filmmakers Collaborative

Transcription

Leslie Strain

Advisors

Barbara Abrash

Keila Barros

Judith Bell

Gus Newport

Byron Rushing

Community Engagement

Active Voice

Archival Materials Courtesy of

BNN News

Boston Globe

BRA Office of Digital Cartography & GIS

DSNI Staff

Footage Bank

Holding Ground Productions

Journeyman Pictures

Alicia Mooltrey

Suffolk Construction Company

Travis Watson Photography

Jason Webb

WBUR

WBZ-TV/Boston

WGBH Media Library & Archives

WHDH-TV

WLVI-TV

YES! Magazine

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Kenji Yamamoto

Center for Community Democracy and Democratic Literacy, UMass Boston
DNI Land Trust Homeowners
Dorchester Bay EDC
Dorchester/Roxbury Labor Committee
Dudley Foreclosure Roundtable
Dudley Workforce Committee
The Food Project
Interaction Institute for Social Change
Kroc Center Program Committee
Mayor's Office, City of Boston
Nuestra CDC
Peace March Organizers
Project HOPE

Additional Interviews

Jean Alonso
Ralph Anderson
Danielle Andrews
Baptista Family
Simoa Barros
Jeru Berry
William H. Bode

Kristina Brown
Phaedra Bruton
Budhai Family
Greg Burgess
Ted Butler
Byemi Family
Stanford Cole
Joseph Deler
Nicole Derome
Jeanne DuBois
Jose Espinal
Emmanuel Fidalgo
Catherine Flannery
Theresa Glynn
Ruby Grice
Clifford Hill
Nicole Jennings
Carol Johnson
George King
Rachon Landrum
Leslie MacKinnon
Pedro & Maria Martins
Franco Marzo
Marc McBrayer
Craig McClay
Isaura Mendes
Frankie Mitchell
Akeem Mooltrey
Anijah Mooltrey
As-Salaam Bruce Mooltrey
Asia Mooltrey
Ava Mooltrey

Martin Oliver
Harold Ortiz
Penelope Pelton
David Price
Richard Prophete
Mayte Ramos
Lt. Colonel Jim Reynolds
Elizabeth & Twyman Rice
Kiana Robinson
Joana Rosa
Christopher 'Chef' Rudder
Megan Sonderegger
Maria Storms
Robert Stuckey
Nancy Sullivan
Nathaniel Sumpter
Edith (Pat) Taylor
Raqim Walker
John Walsh
Mibsam Wiggins
Diane Wignall
Frederick James Woodard II and III

Locations

Bird Street Community Center
Boston City Hall
Boston College
DSNI
Goulston & Storrs
Ideal Sub Shop
Latin Shears
Mass. State House

Merengue Restaurant

Radio Nha Terra

Mabel Louise Riley Foundation

Rudi's Resto-Café & Bar

St. Patrick's Church

Suffolk Registry of Deeds

UMass Boston

YMCA of Greater Boston

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