

# City of Lawrence FY2020 Action Plan (DRAFT)

July 1, 2019 to June 30, 2020



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Community Development Director

Daniel Rivera, Mayor & CEO

# Executive Summary

## AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

### 1. Introduction

Every five years, HUD requires Entitlement Communities to create a Consolidated Plan to assist in determining community needs and establishing affordable housing and community development priorities. The City of Lawrence is a direct recipient of Community Development Block Grant (CDBG) funds, federal HOME funds and federal Emergency Solutions Grant (ESG). The Consolidated Plan City Fiscal Years 2016-2020 is the strategic plan for allocating federal funds to maximize positive impact for low and moderate income persons.

This document is the 5th year Action Plan for the 5-yr plan. While the Action Plan focuses on CDBG, HOME and ESG assisted activities administered primarily by Community Development Department (CDD) it is important to note that the City has successfully integrated CDD into a larger new organization, the Office of Planning and Development which also includes Inspectional Services Department, Business and Economic Development Department, and the Planning Department.

### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

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Through data gathered from the citizen participation process, existing community reports, and quantitative data, the City identified the following high-priority needs for the investment of federal funds:

- Expansion of economic opportunities through support for small businesses and the redevelopment and investment in commercial properties
- Maximize affordable homeownership opportunities through the redevelopment of vacant, blighting properties and through direct assistance to first-time homebuyers

- Improvement of housing conditions and reduction of lead-based paint exposure through the implementation of lead abatement programs and housing rehabilitation activities
- Strengthen neighborhoods through investments in public infrastructure, parks and open space, and public facilities
- Investment in public services and community facilities that provide new or improved access to programs that serve youth, seniors, and at-risk, vulnerable households
- The City decided to include funding for a public infrastructure project in the CDBG RFP process for FY20 after eliminating it in FY19.

### **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

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Over the past year we have seen the following performance: provided down payment assistance to 12 new first time homebuyers. Additionally, the City formalized a commitment of HOME funds for phase II of a large housing redevelopment project in one of the City's old mills. Upon completion, this project will add 276 units of housing to the City's housing stock, with 255 (92%) units designated for low-to-moderate income individuals and families. Our Office of Planning and Development also committed HOME funds to support the construction of five new single family homes available to first time homebuyers with incomes between 50%-80% AMI. Through the efforts of the Distressed Properties Task Force team, the City was able to bring 10 properties back to use. As we continue to explore best practices to improve the efficient management of distressed properties, collaborations with Harvard Kennedy Business School continued last year. These efforts resulted in the implementation of a more user-friendly data tracking/management tool, and the rollout of a dashboard that helps quickly identify in both a proactive and reactive way, distressed properties within the City.

Related to our annual CDBG funding allocation, the City was able to provide financial assistance to 18 non-profit agencies to provide program services to low-moderate income individuals. Also, the Master Plan for O'Connell Park/South Common renovations helped prioritize much needed renovations into phases. Phase 1 of this project was completed which included major renovations to walking paths and sidewalk to make them ADA compliant, new granite paver entries on South Union St., removal of decayed trees, steps, and collapsed retaining wall along South Union Street and removal of barbed wire and fence around hockey rink, demolition of the old brick storage building and hockey rink. This was made possible through a combination of PARC grant and CDBG funds. At Bourgoin Square Park a splash pad feature was installed to enhance the previous renovations to the playground. Design work is continuing on the Lawrence Manchester Rail Trail supported in part by CDBG funds along with State grant funds. The Open Space & Recreation Plan (2018—2024) draft was submitted and conditionally approved by State pending final revisions.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

In addition to ongoing dialogue with key stakeholders we held public meetings. All the following are rebroadcast on public access cable. Spanish translation is available at the public meetings.

- Wednesday, November 28, 2018 Public Hearing/Report on Accomplishments - Public Library
- Thursday, December 13, 2018 CDBG Application Workshop – Public Library
- Monday, February 11, 2019 Applicant Presentation CDAB/Public Hearing - S. Lawrence East Middle School
- Wednesday, April 10, 2019 Budget & Finance Committee meeting—Council Chambers
- Tuesday, April 16, 2019 City Council Meeting—Council Chambers
- Tuesday May 7, 2019 City Council Public Hearing – Council Chambers

#### **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

#### **6. Summary of comments or views not accepted and the reasons for not accepting them**

#### **7. Summary**

## PR-05 Lead & Responsible Agencies – 91.200(b)

### 1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	LAWRENCE	
CDBG Administrator	LAWRENCE	Community Development Department
HOPWA Administrator		
HOME Administrator	LAWRENCE	Community Development Department
ESG Administrator	LAWRENCE	Community Development Department

Table 1 – Responsible Agencies

### Narrative (optional)

The Community Development Department (CDD) is the City Department charged with the administration of the federal Community Development Block Grant (CDBG), Home Investment Partnership (HOME) and Emergency Solutions Grant (ESG). CDD prepares all plans and reports, provides financial oversight, and monitors program compliance.

The Community Development Department operates direct assistance housing programs funded by CDBG and HOME. These programs provide rehabilitation and lead-based paint remediation funding.

The CDD additionally is the coordinating agent for Lawrence Homeless providers within the MA Balance of State Continuum of Care and assists with local coordinating meeting agendas, priority plans, and annual Point in Time count.

Other City departments and public-private partnerships, such as the Planning, Business and Economic Development, Mayor's Health Task Force, the Lawrence Partnership, and several other non-profits assist in the development of performance-based strategies and implement specific programs or projects identified in the Consolidated Plan. The administrative changes the City has made by creating Office of Planning and Development (OPD) have enhanced our ability to leverage resources.

CDD uses Subrecipient organizations, identified through an RFP process, to implement programs and projects identified in the Consolidated Plan. These Subrecipients are instrumental in the successful fulfillment of Consolidated Plan priorities and goals. CDD also makes funding available to non-profit and

for-profit developers to undertake residential and commercial development projects to address the needs and priorities identified in the Consolidated Plan.

### **Consolidated Plan Public Contact Information**

Questions concerning the Consolidated Plan may be directed to:

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## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

Under the leadership of Mayor Daniel Rivera, the City of Lawrence has launched a number of exciting and highly participatory initiatives aimed at improving the quality of life for all residents. Partnership, consultation and cross sector collaborations are critical to the future of Lawrence. While the City

confronts many challenges, some major initiatives include: expanding the Mayor’s Health Task Force that addresses disparities in health outcomes; a Task Force to address Linguistic Isolation and coordinate the many agencies addressing this issue; and the completion of an urban renewal planning process. The Consolidated Plan and subsequent annual Action Plans seek to build on and incorporate these efforts, all of which have been launched since January 2014. The priorities and strategies identified within the Consolidated Plan are informed by these important initiatives

#### **Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

For the Action Plan the City sought input and guidance from key representatives of the housing, health, economic development, and public service sectors. Much of the input comes from ongoing dialogues and regularly scheduled meetings with Groundwork Lawrence, Greater Lawrence Community Action Council, Lawrence Community Works, and members of the Mayor’s Health Task Force.

#### **Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

Since 2013, Lawrence has been part of the “Balance of State Continuum of Care,” which it joined in the interest of efficiency as HUD requirements for individual continuums became increasingly challenging. Notwithstanding their participation in the Balance of State, the City of Lawrence continues to meet regularly with local homeless providers to develop, enhance and coordinate local strategies. At these regular monthly meetings, participating agencies discuss current needs and opportunities to coordinate an effective response. The City realized the importance of coordinating initiatives to serve homeless individuals and families and committed General Funds to pay for a portion of the salary for a Homelessness Initiatives Coordinator who works out of the Community Development Department.

As we continue to explore new ways to improve services to the homeless population, several partnerships have been established. For instance, the Homelessness Initiatives Working Group continues to meet monthly to identify and address root causes and socioeconomic factors that impact homelessness, and to discuss and implement policies, practices and solutions that help improve access to services and the quality of life for homeless individuals. The Homelessness Initiatives Coordinator meets regularly, both formally and informally, with the Community Development staff, law enforcement, as well as with other departments and community stakeholders, to discuss and address rising issues related to the unsheltered population, in circumstances that may pose public health and/or public safety concerns. The Homelessness Initiatives Coordinator also works in collaboration with area service providers and community partners local to link the homeless population to relevant medical and social services.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The City of Lawrence is a member of the MA Balance of State Continuum of Care and attends meetings regularly. At the monthly meeting on April 3, 2019, the City consulted with the Continuum of Care regarding the allocation of the ESG funds, the performance standards, and the RFP process which will include mandatory participation in HMIS. The City intends to broaden the RFP to include the following eligible activities-Street Outreach, Rapid Re-Housing and Homelessness Prevention for both individuals and families. The City hopes this will attract more than one sub-grantee for the ESG funds.

The Homelessness Initiatives Working Group of the Mayor's Health Task Force serves as an ideal platform for continued discussions and to update members on the implementation of the ESG funding. Established in June 2017, the Homelessness Initiatives Working Group is composed of a variety of providers serving the homeless population, inclusive of advocates, law enforcement, faith-based community, municipal government staff, and state representatives.

In addition to formal membership in the Balance of State Continuum of Care, the City's Community Development Department staff also attends the Merrimack Valley Regional Consortium meetings, as well as convenes monthly meetings of local homeless providers and advocates, chaired by the Manager of Financial and Administrative Services. These collaborative efforts help to streamline information and solicit relevant input to improve services to the homeless population, including through the provision of ESG funded programs, at the state, regional and local levels.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	Groundwork Lawrence
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Employment Open Space Development, Parks, Recreation
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Economic Development Parks and Recreation
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One on one meeting with Executive Director Agency Description: Groundwork Lawrence is an official arm of the Community Development Department, via a MOA, that focuses on park stewardship and recreational facilities. Consultation Highlights: Need for additional open space, the need to tie existing open space together, need for ongoing maintenance of existing parks, education, job training, ESOL, and fresh food access. The consultations included Ferrous site development, park stewardship tree planting projects, and future PARC apps, tree planting projects. Outcomes: Continued participation in Mayor's Health Task Force and programmatic, prep for updated open space plan and funding relationship with the Community Development Department.
2	<b>Agency/Group/Organization</b>	GLCAC
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-homeless Services-Employment Health Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Lead-based Paint Strategy ESOL

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One on one meeting with Executive Director Agency Description: Community Action Agency Consultation highlights: Agency sees at least one new case of family homelessness every week and need a method of helping families pay rent. Continued need for de-leading. New ESOL classes immediately oversubscribed. Inadequate supply of affordable child care. Job opportunities are limited because many clients do not have cars and it is difficult to access jobs using the public transportation system. Outcomes: Increased level of work with city on homelessness.
3	<b>Agency/Group/Organization</b>	Lawrence Council on Aging (“The Center”)
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Market Analysis ESOL
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One on one meeting with Executive Director Agency Description: Area Agency on Aging Consultation Highlights: Majority of program participants are low-income Latinos, although a growing number of Vietnamese are using the Center. Need more affordable housing to avoid having seniors sleeping on relatives couches. Street safety and lighting are major concerns. Difficulty navigating new health insurance opportunities and requirements. Access to quality food a big issue. Have to overcome fear of government. Outcomes: Continued participation in and coordination through Mayor's Health Task Force, support for exercise program.
4	<b>Agency/Group/Organization</b>	Merrimack Valley Planning Commission
	<b>Agency/Group/Organization Type</b>	Other government - County Regional organization Planning organization
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development Transportation Planning

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One-on-one meetings with Transportation and GIS staffs, participation in MPO meetings; City Planning Director is currently the chair of the Commission. Consultation Highlights: Discussion of major planning and transportation initiatives including redevelopment plans for area south of downtown, traffic studies to determine ways to improve the flow and accessibility of the downtown and certain neighborhood intersections Outcomes: DOT Funding for Merrimack St and Park and Lawrence intersection, traffic studies, implementation of MIMAPS GIS system
5	<b>Agency/Group/Organization</b>	Lawrence Partnership
	<b>Agency/Group/Organization Type</b>	Economic Development
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One on one meetings with Ex Dir, and membership, discussion of economic development needs and opportunities. The City Planning Director attends all Partnership monthly meetings, sharing city priorities and participating in the input and feedback from the private sector membership. Outcomes: CDBG funding loan guarantee for loans made by LP. CD Dir presented Housing Study to full meeting of LP
6	<b>Agency/Group/Organization</b>	Lawrence Housing Authority
	<b>Agency/Group/Organization Type</b>	Housing PHA Services - Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One on one meeting with PHA Deputy Director Agency Description: Local Housing Authority Consultation Highlights: Stock is old, many developments 70 years old, but adequately maintained. Partnership with Boys and Girls Club provides after school activities. Outcomes: On Housing Study Steering Comm. Contributed funds to Housing Study

7	<b>Agency/Group/Organization</b>	YWCA of Northeastern Massachusetts (formerly YWCA of Greater Lawrence)
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Victims of Domestic & Sexual Violence Services-homeless Services-Health Health Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	One on one meeting Agency: YWCA served as the contractual organization that managed broad-based Mayor's Health Task Force. Consultation Highlights: Mayor's Health Task Force has five working groups that take a comprehensive approach to health issues. Of particular importance are issues impacting youth, food access, and walkability. Two recent community health needs assessments provide summaries of critical issues. Outcomes: Played lead role in RWJ Foundation Award
8	<b>Agency/Group/Organization</b>	LAWRENCE COMMUNITYWORKS INC
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-homeless Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Economic Development Anti-poverty Strategy

	<p><b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b></p>	<p>One on one meeting Agency: Lawrence CommunityWorks, Inc. Consultation Highlights: LCW identified the critical community needs as job/economic development, English for Speakers of Other Languages (ESOL) programs, affordable housing, and parks/open space. As a community-based member organization, LCW is an active participant in numerous collaborative City initiatives including the "Working Cities" plan and the Lawrence Partnership. Outcomes: Co-wrote with CD Director successful app for Center for Community Progress program at Harvard Law School, City funded 5 Homeownership units at Union and Milford Streets with HOME funds.</p>
9	<p><b>Agency/Group/Organization</b></p>	<p>Lawrence Continuum of Care</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Housing  Services - Housing  Services-Victims of Domestic Violence  Services-homeless  Services-Health  Publicly Funded Institution/System of Care  Business and Civic Leaders</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment  Homeless Needs - Chronically homeless  Homeless Needs - Families with children  Homelessness Needs - Veterans  Homelessness Needs - Unaccompanied youth  Homelessness Strategy</p>
	<p><b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b></p>	<p>The Continuum of Care (CoC) was consulted at a regularly scheduled meeting of the CoC. The Lawrence CoC while part of the larger Balance of State Continuum meets to discuss needs, services, and programming within the City. The participants continue to experience a high demand for supportive services for homeless and at-risk persons. The consultation was utilized to obtain status of existing homeless facilities and establish goals for the Consolidated Plan.</p>

10	<b>Agency/Group/Organization</b>	LAZARUS HOUSE
	<b>Agency/Group/Organization Type</b>	Housing Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The agency was consulted during a stakeholder session. The issues identified related to provision of services to homeless and at-risk persons. The anticipated outcome is program focus on workforce development. Outcomes: Agency has played key role in Mayor meetings around Homeless Individuals living outside, and supported the City's Winter Protocol providing emergency overnight sheltering when temperatures drop below 10 degrees.
11	<b>Agency/Group/Organization</b>	Lawrence Veterans Services
	<b>Agency/Group/Organization Type</b>	Services-Persons with Disabilities Services-homeless Services-Health Services-Education Grantee Department
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Strategy

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Department was consulted during a stakeholder session. The Department identified the growing number of veterans and the number of homeless veterans as issues. The coordination of homeless response and linkages to Veterans benefits were seen as areas for improved coordination. Update: The Department provides a presence that the Friday Library Hours to serve homeless Veterans.
12	<b>Agency/Group/Organization</b>	EMMAUS INC
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The agency was consulted during a stakeholder session. The agency identified workforce development and economic opportunities, homeless prevention, and stabilization service as priority needs. The anticipated outcome is a renewed focus on linking mainstream service to homeless programs but with additional support services.
13	<b>Agency/Group/Organization</b>	Mayor's Health Task Force (MHTF)
	<b>Agency/Group/Organization Type</b>	Services-Health Mental Health

	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The MHTF is a broad based collaborative of health care and social service providers with a mission to development healthy public policies and increase the community capacity to address health disparities. The CDD serves as the fiscal agent and the director sits on the Advisory Board, serving as the Mayor's liaison to the MHTF. The CDD continuously engages with MHTF regarding health disparities and in that context receives guidance on homelessness, park development and stewardship, and complete streets infrastructure

**Identify any Agency Types not consulted and provide rationale for not consulting**

The City of Lawrence's consultation process was comprehensive and included all types of agencies.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Commonwealth of Mass- Department of Housing and Community Development	The Commonwealth's Continuum of Care establishes at-risk prevention services, rapid re-housing, and linkages to affordable housing as its chief priorities. The Lawrence Consolidated Plan and Annual Action Plan share those goals.
Lawrence Housing Study	Community Development Department	The Lawrence Housing Study has been completed. The study provides in depth information about housing and market conditions. <a href="http://www.cityoflawrence.com/housing-study-2015.aspx">http://www.cityoflawrence.com/housing-study-2015.aspx</a>

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Downtown West Study	Office of Planning and Development	This study, which was completed in January 2015, provides guidance on how to take advantage of the growth of the downtown campus of Northern Essex Community College (NECC). This study overlaps with the Strategic Plan emphasis on economic development. <a href="http://www.cityoflawrence.com/lawrence-downtown-west-planning-study.aspx">http://www.cityoflawrence.com/lawrence-downtown-west-planning-study.aspx</a>
Coordinating Action in the North Canal District	Office of Planning and Development	The redevelopment of the mills, as outlined in this plan, will help support the City's economic development initiatives outlined in the Strategic Plan. North Canal Coalition meets regularly GWL is the convener
Urban Renewal Plan	Lawrence Redevelopment Authority with staff support from Business & Economic Dev Dir.	The Plan will identify action steps that the LRA and other public and private partners can take to advance four key goals: Economic development, job creation, Improved quality of life, fiscal stability. Expands on discussion in Strategic Plan <a href="http://lawrencetbd.com/">http://lawrencetbd.com/</a>
South Canal District (Merrimack Street West) Land	Office of Planning and Development	To guide land use and redevelopment of Merrimack St between Union and Broadway. Enhances and continues economic development discussion in the Strategic Plan. <a href="http://www.southcanaldistrict.com/">http://www.southcanaldistrict.com/</a>
O'Connell South Common Planning	Community Development Dept.	To identify park improvement needs and development a comprehensive improvement strategy leading to a PARC grant app. Will enhance and implement Strategic Plan
1 <sup>st</sup> Regional Housing Plan & Lawrence Housing Production Plan (2018—2022)	Merrimack Valley Planning Commission	Housing Production Plans (Regional & Local) are intended to be a dynamic, living guide for housing production in Lawrence, used in conjunction with HUD's Consolidated Plan and other relevant City plans, and in consultation with the various stakeholders identified in the Housing Action Plan.

**Table 3 – Other local / regional / federal planning efforts**

### **Narrative (optional)**

In 2017, the Merrimack Valley Planning Commission (MVPC) was awarded funds from the Commonwealth Community Compact Cabinet and MassHousing to develop the first Regional Housing Plan for the Merrimack Valley, to develop a strategy for meeting the housing needs of today and

tomorrow's residents in the region. Throughout last year, MVPC worked collaboratively with each community in the Region to understand their housing needs, set goals, and craft appropriate, tailored strategies that address their specific needs over the next five years. These efforts resulted in a Regional Housing Plan, with chapters that serve as housing production plans for each of the 15 communities in the Merrimack Valley, including the City of Lawrence. The draft 2018—2022 Lawrence Housing Production Plan was approved by City Council in March 2019.

## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

The City of Lawrence has been engaged in a number of initiatives to solicit citizen input that lead to a holistic and responsive set of services. From health needs assessments to focus group sessions to outreach in traditional media, the input from citizens influences the type and level of services provided by the City, as well as the way these services are being delivered. The breaking down of silos between City agencies as well as between public and private partners has resulted in a clearer articulation of priorities and paved the way for successful collaborations that have allowed the City of Lawrence to successfully compete for and receive millions of dollars in funding from private, state and federal funding sources for lead abatement, family services, and redevelopment projects. The City leadership stays close to the community by having a City staff person, traditionally the Neighborhood Planner, attend every meeting of each of the Neighborhood Associations in the City. In the preparation of the Consolidated Plan and this fifth year Action Plan, CDD was able to capitalize on the citizen engagement initiatives and public-private partnerships. In addition to utilization of the data from the City's Housing Study, the Public Health Survey, and the North Canal, South Canal, and Downtown Studies, the CDD conducted a televised public hearing with Spanish translation available.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Hearing	<p>Minorities</p> <p>Non-targeted/broad community</p>	<p>On 11/28/18 the Community Development Department conducted a public hearing to discuss past performance, explain the Action Plan process and timeline, and to solicit input into community need. The Hearing was televised on a local cable access channel.</p>	<p>No comments were received</p>	<p>NA</p>	
2	Public Meeting	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Non-targeted/broad community</p>	<p>December 13, 2018 Workshop on CDBG applications. Sixteen people attended, representing 11 different non-profits as potential applicants for funds.</p>	<p>Questions about City priorities, what kind of applications get funded, what is the timing for decisions, what kind of detail is expected in various sections of application</p>	<p>All comments were accepted</p>	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Public Meeting	Non-targeted/broad community	The Community Development Advisory Board conducted a Public meeting on 2/11/2019 to hear presentations on resource allocations. During the meeting, project proponents had an opportunity to overview their project(s).	Participants discussed the need for continued focus on programs for youth and ESOL programs.	All comments were accepted.	
4	Public Meeting	Non-targeted/broad community	The draft Annual Action Plan was presented by the Community Development Department to the City Council Budget and Finance Committee at an April 10, 2019 public meeting which is televised on a local cable access channel.			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
5	Public Meeting	Non-targeted/broad community	City Council public meeting on April 16, 2019, televised on a local cable access channel.	TBD		
6	Public Meeting	Non-targeted/broad community	A public meeting was held on May 7, 2019.	TBD		

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources – 91.220(c)(1,2)

#### Introduction

The City anticipates receipt of CDBG funds in the amount of approximately \$1,700,000 annually. To maximize the impact of the CDBG Entitlement funds, the City has aggressively and successfully secured significant grant funds, and encourages all partners and projects to leverage additional dollars.

As a HOME Investment Partnership program Entitlement Community, the City will receive approximately \$800,000 annually to support direct assistance to moderate income homebuyers and to subsidize the development cost of affordable housing projects. Currently the City expects to assist 2 redevelopments (370—386 Essex Street and Island Parkside that are waiting other sources of funding including LIHTC).

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,737,175	0	0	1,737,175	1,737,175	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	825,550	23,900	0	849,450	849,450	
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	0	0	0	0	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	147,883	0	0	147,883	147,883	

Table 5 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

The City of Lawrence anticipates CDBG funds will leverage additional resources. Non-Entitlement funds that will be used to further the goals of the Strategic Plan may include: state agencies and private foundations, organizations. The following leveraged resources are anticipated during the fifth year Action Plan:

**City General Funds:** The annual City budget commits resources for the priority activities including Public Parks, Facilities, and Infrastructure, and the Health Department. The City anticipates some Chapter 90 funding will be used as leverage for additional DOT funding.

**Affordable Housing Resources:** Affordable Housing Developments are likely to utilize a variety of State Housing Resources including Housing Bond funds, Mass Rental Voucher program, and private mortgage financing. Low-Income Housing Tax Credits, Historic Tax Credits, and Federal Home Loan funds are anticipated to be part of financing for multi-family projects.

**Philanthropy:** Private funding from national, state, and local funders including the United Way and Private Foundations, and private donors support the non-profit community, and our CDGB resources are used by non-profits to leverage funding from these private sources.

**State:** The City will be utilizing State funding previously awarded under PARC, MassWorks, and various DPH awards to support park and roadway developments and public health initiatives.

**Section 8 Funds:** Section 8 is administered by the Lawrence Housing Authority and provides rental subsidies.

**Continuum of Care Fund:** Project funds awarded by the MA Balance of State Continuum of Care to non-profit human service providers to assist in housing and services to homeless persons. We anticipate benefiting from the Greater Lawrence CAP agency's (GLCAC) application for State Homeless funding as well as benefitting from the administration of State homeless funding by the Lowell CAP agency (CTI).

The City has no HOME match requirement.

ESG has a one for one match requirement. This match can be either cash or in-kind. It is the City's intention to use the salary of the Homelessness Initiatives Coordinator as part of the in-kind match and the remainder will be provided by the sub-grantee(s) selected through the RFP process.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

Publically owned land, including properties taken for back taxes, will be utilized in the furtherance of affordable housing development and in some instances where appropriate based on location and zoning to support the City's commercial and manufacturing development. When a lot is too small for development under current zoning we will give an abutting property owner the opportunity to buy it.

Due to the large number of distressed properties in the City, the Distressed Properties Task Force was established four years ago. This task force is composed of a hand-selected group of key stakeholders brought together by Mayor Rivera who meet weekly to review the list of distressed properties, prioritize them based on a set of indicators, and create a plan of action to tackle said properties. Members include representatives from the fire department and police department, city attorney, chief of staff, treasurer, inspectional services director, inspector, homeowner program officer, housing manager, business and economic development director, and asset officer. Recovered and rehabilitated properties go back into the market to increase the housing supply for Lawrence residents. This successful effort resulted in 10 distressed properties being brought back to use in 2018.

**Discussion**

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs. The Strategic Plan assesses the available resources available to meet those needs. The City of Lawrence's investments will leverage public and private funds to address the economic development, affordable housing, community development, and special needs populations' needs. The City does not expect to receive any Program income in PY2018 and we are not reallocating any prior year funds.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Economic Development	2015	2020	Non-Housing Community Development		Economic Development	CDBG: \$286,796	Other: 1 Other
2	Affordable Housing	2015	2020	Affordable Housing		Affordable Housing	CDBG: \$325,000 HOME: \$837,210	Rental units rehabilitated: 20 Household Housing Unit Homeowner Housing Added: 9 Household Housing Unit Homeowner Housing Rehabilitated: 12 Household Housing Unit Direct Financial Assistance to Homebuyers: 15 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Public Parks	2015	2020	Non-Housing Community Development		Public Parks, Facilities and Infrastructure	CDBG: \$260,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 15000 Persons Assisted
4	Public Infrastructure	2015	2020	Non-Housing Community Development		Public Parks, Facilities and Infrastructure	CDBG: \$261,468	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted
5	Public Services	2015	2020	Non-Homeless Special Needs Non-Housing Community Development		Public Services	CDBG: \$251,000	Public service activities other than Low/Moderate Income Housing Benefit: 224 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Homeless Assistance	2015	2020	homeless		Homeless Services	CDBG: \$10,000 ESG: \$126,887	Tenant-based rental assistance / Rapid Rehousing: 20 Households Assisted Homeless Person Overnight Shelter: 5 Persons Assisted Homelessness Prevention: 5 Persons Assisted
7	Planning and Administration	2015	2019	Planning and Administration		Economic Development Affordable Housing Public Parks, Facilities and Infrastructure Public Services Homeless Services	CDBG: \$348,566 HOME: \$93,023 ESG: \$10,288	Other: 1 Other

Table 6 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Economic Development
	<b>Goal Description</b>	Funding for Commercial Property Improvement program that addresses facade, signage, and curb appeal. Funding for existing Section 108 Loans. Support of Lawrence Partnership Loan Guarantee – small business lending

2	<b>Goal Name</b>	Affordable Housing
	<b>Goal Description</b>	Assistance to achieve this goal will be direct funding and program delivery costs for the operation of a Lead Hazard Abatement program; funding for housing rehabilitation, first time homebuyer assistance, and assistance to support the development of homeownership and rental projects.
3	<b>Goal Name</b>	Public Parks
	<b>Goal Description</b>	Matching funds for O'Neill Park PARC grant.
4	<b>Goal Name</b>	Public Infrastructure
	<b>Goal Description</b>	Infrastructure improvements.
5	<b>Goal Name</b>	Public Services
	<b>Goal Description</b>	An array of public services, primarily ESOL and youth training and leadership programs to support low and moderate income households.
6	<b>Goal Name</b>	Homeless Assistance
	<b>Goal Description</b>	provision of shelter and services to homeless; homeless prevention; rapid re-housing
7	<b>Goal Name</b>	Planning and Administration
	<b>Goal Description</b>	Planning and Administration

# Projects

## AP-35 Projects – 91.220(d)

### Introduction

The five Consolidated Plan goals represent the high priority needs for the City of Lawrence and serve as the basis for the Year 5 Annual Action Plan. Those priorities are:

- Expansion of economic opportunities through support for small businesses and the redevelopment and investment in commercial properties
- Maximize affordable homeownership opportunities through the redevelopment of vacant, blighting properties and through direct assistance to first-time homebuyers
- Improvement of housing conditions and reduction of lead-based paint exposure through the implementation of lead abatement programs and housing rehabilitation activities
- Strengthen neighborhoods through investments in public infrastructure, parks and open space, and public facilities
- Investment in public services and community facilities that provide new or improved access to programs that serve youth, seniors, and at-risk, vulnerable households

The following Year 5 projects are recommended based on the Needs Assessment, on-going project commitments, and the RFP process:

### Projects

#	Project Name
1	Planning for the Future
2	Music Clubhouse
3	ESOL at NDEC-Lawrence
4	Quintana Center Adult ESOL & Citizenship Program
5	SISU Workforce Development Program
6	Spanish HiSET Program with ESOL
7	LCW ESOL Classes
8	Movement City
9	Urban Adventures Summer 2019
10	Green Team Summer 2019
11	Greater Lawrence Community Boating Program
12	YDO Summer 2019

#	Project Name
13	Youth Jobs & Leadership Training
14	English Communication for Employment
15	Suenos Basketball Youth Leadership Training Program
16	Elderly Group Nueva Esperanza
17	Park Improvements
18	2019 Lead Grant Match
19	Infrastructure Improvements
20	Emmaus Fresh Start
21	Short Term Rental Assistance
22	CDBG Homeowner Rehabilitation
23	Gateway Sec 108 Loan Payment
24	CDBG Administration
25	Housing Rehabilitation
26	First Time Homebuyer Down-payment Assistance
27	CHDO Operating
28	CHDO Set-Aside
29	Housing Development Projects
30	HOME Administration
31	ESG19Lawrence(2020)

**Table 7 - Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

The primary objective of CDBG is to benefit low and moderate income residents, and as such the City focuses community development investments in neighborhoods with a high concentration of low and moderate income households. Census and HUD derived data support the basis for identifying eligible neighborhoods. Citizen participation and input from service providers also play a considerable role.

In Year 5 of the Consolidated Plan, the City has allocated funding that addresses unmet priority needs while honoring its obligations for prior year Section 108 loans. The Section 108 projects were essential

Public Infrastructure and Public Facilities projects that made physical improvements to city systems and public facilities. CDBG funds are also pledged as matching funds to leverage significant additional resources. The Housing Rehabilitation/Lead Paint funding and Park funds are matching funds. Public Service Activity programs have been selected after an extensive RFP process including review and recommendations by a community-based panel.

HOME funds are allocated to further the City's primary housing goal of improving the quality of its housing stock.

**AP-38 Project Summary**  
**Project Summary Information**

<b>1</b>	<b>Project Name</b>	Planning for the Future
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	"Planning for the future is a comprehensive youth-leadership program that promotes career and college readiness as well as civic responsibility for teens attending the Boys & Girls Club."
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	10 youth
	<b>Location Description</b>	
	<b>Planned Activities</b>	Planning for the future is a comprehensive youth-leadership program that promotes career and college readiness as well as civic responsibility for teens attending the Boys & Girls Club.
<b>2</b>	<b>Project Name</b>	Music Clubhouse
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	The Lawrence Music Clubhouse is an innovative after-school program that provides hundreds of Lawrence youth, ages 10 to 18 years, who otherwise would not have access to music exploration, with concrete opportunities to perform record and pursue music and arts education at no cost.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	10 youth

	<b>Location Description</b>	
	<b>Planned Activities</b>	The Lawrence Music Clubhouse is an innovative after-school program that provides hundreds of Lawrence youth, ages 10 to 18 years, who otherwise would not have access to music exploration, with concrete opportunities to perform, record and pursue music and arts education at no cost.
<b>3</b>	<b>Project Name</b>	ESOL at NDEC-Lawrence
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$20,000
	<b>Description</b>	The NDEC-L English for Speakers of the Other Languages (ESOL) project will address the high demand for English classes in Lawrence by providing an evening Level 2 ESOL class for at least 15-20 Lawrence residents with Speaker Proficiency Levels (SPL) of 2-3 two times per week from September to June, with the goal of improving their English language skills by at least one or two SPL levels.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	20 adults
	<b>Location Description</b>	
	<b>Planned Activities</b>	The NDEC-L English for Speakers of the Other Languages (ESOL) project will address the high demand for English classes in Lawrence by providing an evening Level 2 ESOL class for at least 15-20 Lawrence residents with Speaker Proficiency Levels (SPL) of 2-3 two times per week from September to June, with the goal of improving their English language skills by at least one or two SPL levels.
<b>4</b>	<b>Project Name</b>	Quintana Center Adult ESOL & Citizenship Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$15,000

	<b>Description</b>	The Quintana Center Adult ESOL and Citizenship Program provides civics education, English language skills, and Citizenship Programs to economically disadvantaged, limited English Speaking Immigrants living in the City of Lawrence.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 adults
	<b>Location Description</b>	
	<b>Planned Activities</b>	The Quintana Center Adult ESOL and Citizenship Program provides civics education, English language skills, and Citizenship Programs to economically disadvantaged, limited English Speaking Immigrants living in the City of Lawrence.
5	<b>Project Name</b>	SISU Workforce Development Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	The Lawrence Family Development SISU Project works with the most proven risk young people in the city of Lawrence, providing alternative education, mental health and social -emotional services, and workforce development training.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 young adults
	<b>Location Description</b>	
	<b>Planned Activities</b>	The Lawrence Family Development SISU Project works with the most proven risk young people in the city of Lawrence, providing alternative education, mental health and social -emotional services, and workforce development training.
6	<b>Project Name</b>	Spanish HiSET Program with ESOL
	<b>Target Area</b>	

	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	The Lawrence Adult Learning Center will provide 3 classes for of instruction to prepare adult students (a total 36) to pass the Spanish (HSE) High Equivalency examinations in order to receive a Massachusetts (HSE) credential; students will also receive ESOL instruction three (3) evenings per week to prepare them for increased: access to college, access to career training, and greater employment opportunities.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 adults
	<b>Location Description</b>	
	<b>Planned Activities</b>	The Lawrence Adult Learning Center will provide 3 classes for of instruction to prepare adult students (a total 36) to pass the Spanish (HSE) High Equivalency examinations in order to receive a Massachusetts (HSE) credential; students will also receive ESOL instruction three (3) evenings per week to prepare them for increased: access to college, access to career training, and greater employment opportunities.
<b>7</b>	<b>Project Name</b>	LCW ESOL Classes
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$10,500
	<b>Description</b>	Lawrence CommunityWorks (LCW) offers two levels of ESOL classes per semester; these industry-specific, contextualized classes are geared for Student Performance Levels (SPL) OF 0-6, and help increase the English-language proficiency, job readiness, and employment outcomes of non-active speakers with limited or no knowledge of English.
	<b>Target Date</b>	6/30/2020

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	11 adults
	<b>Location Description</b>	
	<b>Planned Activities</b>	Lawrence CommunityWorks (LCW) offers two levels of ESOL classes per semester; these industry-specific, contextualized classes are geared for Student Performance Levels (SPL) OF 0-6, and help increase the English-language proficiency, job readiness, and employment outcomes of non-active speakers with limited or no knowledge of English.
<b>8</b>	<b>Project Name</b>	Movement City
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	Movement City Youth Network (MC) provides after-school and summer programming for Lawrence youth to help promote their growth and development as artists, leaders, and well-informed global citizens through art and technology workshops, academic support, leadership development, and civic engagement opportunities.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 youth
	<b>Location Description</b>	
	<b>Planned Activities</b>	Movement City Youth Network (MC) provides after-school and summer programming for Lawrence youth to help promote their growth and development as artists, leaders, and well-informed global citizens through art and technology workshops, academic support, leadership development, and civic engagement opportunities.
<b>9</b>	<b>Project Name</b>	Urban Adventures Summer 2019
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services

	<b>Funding</b>	CDBG: \$12,000
	<b>Description</b>	Urban Adventures provides Lawrence elementary and middle school youth with hands on educational summer programming to engage youth in outdoor recreation, science based environmental learning and healthy food education.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	12 youth
	<b>Location Description</b>	
	<b>Planned Activities</b>	Urban Adventures provides Lawrence elementary and middle school youth with hands on educational summer programming to engage youth in outdoor recreation, science based environmental learning and healthy food education.
<b>10</b>	<b>Project Name</b>	Green Team Summer 2019
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Groundwork Lawrence Green Team Summer program gainfully employs 36 young adults aged 14-24 to prepare them with essential employment skills, mentorship, and experiences to empower and develop the next generation of social and environmental leaders in Lawrence.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	10 youth
	<b>Location Description</b>	
	<b>Planned Activities</b>	Groundwork Lawrence Green Team Summer program gainfully employs 36 young adults aged 14-24 to prepare them with essential employment skills, mentorship, and experiences to empower and develop the next generation of social and environmental leaders in Lawrence.
<b>11</b>	<b>Project Name</b>	Greater Lawrence Community Boating Program

	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$17,500
	<b>Description</b>	Greater Lawrence Community Boating Program will provide free after-school and summer experiences in boating, recreation, and leadership development for a minimum of 30 (though more will benefit) low and moderate-income youth.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	18 youth
	<b>Location Description</b>	
	<b>Planned Activities</b>	Greater Lawrence Community Boating Program will provide free after-school and summer experiences in boating, recreation, and leadership development for a minimum of 30 (though more will benefit) low and moderate-income youth.
<b>12</b>	<b>Project Name</b>	YDO Summer 2019
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$5,000
	<b>Description</b>	YDO Summer 2019 is a five-week summer enrichment program (serving approx.160 students in grade 3-8) that is planned, managed and delivered by a leadership cohort of 46 high school and college students who have grown up with YDO.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	5 youth
	<b>Location Description</b>	

	<b>Planned Activities</b>	YDO Summer 2019 is a five-week summer enrichment program (serving approx.160 students in grade 3-8) that is planned, managed and delivered by a leadership cohort of 46 high school and college students who have grown up with YDO.
<b>13</b>	<b>Project Name</b>	Youth Jobs & Leadership Training
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$15,000
	<b>Description</b>	ACT Lawrence Youth Jobs & Leadership training program provides up to 30 youth summer jobs, leadership skills, financial workshop and community based activities.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 youth
	<b>Location Description</b>	
<b>Planned Activities</b>	ACT Lawrence Youth Jobs & Leadership training program provides up to 30 youth summer jobs, leadership skills, financial workshop and community based activities.	
<b>14</b>	<b>Project Name</b>	English Communication for Employment
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$12,000
	<b>Description</b>	Merrimack Valley Immigrant & Education Center (MVIIEC)'s English Communication for Employment (ECE) program addresses the pressing need for non-English speaking head of households to improve their English proficiency and "soft employment skills" so that they can improve the quality of life for their family...
	<b>Target Date</b>	6/30/2020

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	12 adults
	<b>Location Description</b>	
	<b>Planned Activities</b>	Merrimack Valley Immigrant & Education Center (MVIIEC)'s English Communication for Employment (ECE) program addresses the pressing need for non-English speaking head of households to improve their English proficiency and "soft employment skills" so that they can improve the quality of life for their family...
<b>15</b>	<b>Project Name</b>	Sueños Basketball Youth Leadership Training Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$10,500
	<b>Description</b>	The Sueños Youth Leadership Training Program will provide youth and young adults ages 17-22 a structured program in which to develop their leadership and workforce skills while serving as mentors and role models for the younger athletes in our after school and summer program.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	11 youth
	<b>Location Description</b>	
	<b>Planned Activities</b>	The Sueños Youth Leadership Training Program will provide youth and young adults ages 17-22 a structured program in which to develop their leadership and workforce skills while serving as mentors and role models for the younger athletes in our after school and summer program.
<b>16</b>	<b>Project Name</b>	Elderly Group Nueva Esperanza
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$7,500

	<b>Description</b>	The goal of this program is to provide the basic education training tools to help elders overcome illiteracy and English Language barriers to prevent them to be victims of scams and to provide emotional and social support for a better quality of life.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	8 elders
	<b>Location Description</b>	
	<b>Planned Activities</b>	The goal of this program is to provide the basic education training tools to help elders overcome illiteracy and English Language barriers to prevent them to be victims of scams and to provide emotional and social support for a better quality of life.
17	<b>Project Name</b>	Park Improvements
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Parks
	<b>Needs Addressed</b>	Public Parks, Facilities and Infrastructure
	<b>Funding</b>	CDBG: \$300,000
	<b>Description</b>	Funds will be used as a match for a State PARC grant for renovations to James O'Neill Park.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	City-wide
	<b>Location Description</b>	
	<b>Planned Activities</b>	Funds will be used as a match for a State PARC grant for renovations to James O'Neill Park.
18	<b>Project Name</b>	2019 Lead Grant Match
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$200,000

	<b>Description</b>	Funds will be used as match for a potential new 3 year lead abatement grant. Typical costs include project delivery, credit reports, title searches, lead inspections, soil testing and registry of deeds filings.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	40 properties
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Funds will be used as match for a potential new 3 year lead abatement grant. Typical costs include project delivery, credit reports, title searches, lead inspections, soil testing and registry of deeds filings.
<b>19</b>	<b>Project Name</b>	Infrastructure Improvements
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Parks Public Infrastructure
	<b>Needs Addressed</b>	Public Parks, Facilities and Infrastructure
	<b>Funding</b>	CDBG: \$200,584
	<b>Description</b>	Improvements to City infrastructure that could include sidewalk and/or street improvements around other CDBG or HOME funded projects or park projects not funded with State PARC grant.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	72,000 residents
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Improvements to City infrastructure that could include sidewalk and/or street improvements around other CDBG or HOME funded projects or park projects not funded with State PARC grant.
<b>20</b>	<b>Project Name</b>	Emmaus Fresh Start
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homeless Assistance
	<b>Needs Addressed</b>	Homeless Services

	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Funds are used as a match for a Continuum of Care grant funded program that was awarded to Emmaus to house 14 homeless individuals in Lawrence including 4 veterans.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	14 homeless individuals
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Funds are used as a match for a Continuum of Care grant funded program that was awarded to Emmaus to house 14 homeless individuals in Lawrence including 6 veterans.
21	<b>Project Name</b>	Short Term Rental Assistance
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services Homeless Assistance
	<b>Needs Addressed</b>	Public Services Homeless Services
	<b>Funding</b>	CDBG: \$38,700
	<b>Description</b>	Rental assistance for 3 months for homeless individuals that receive first, last and security deposits under the ESG Program.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	8 homeless individuals or families
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Rental assistance for 3 months for homeless individuals that receive first, last and security deposits under the ESG Program.
22	<b>Project Name</b>	CDBG Homeowner Rehabilitation
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing

	<b>Funding</b>	CDBG: \$150,000
	<b>Description</b>	Rehabilitation work on income eligible owner occupied properties in Lawrence. May be used in conjunction with lead abatement grant funded by HUD's Office of Healthy Homes and Lead Hazard Control. Also, will cover project delivery costs for the HOME funded First Time Homebuyer program.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 homeowners
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Rehabilitation work on income eligible owner occupied properties in Lawrence. May be used in conjunction with lead abatement grant funded by HUD's Office of Healthy Homes and Lead Hazard Control. Also, will cover project delivery costs for the HOME funded First Time Homebuyer program.
<b>23</b>	<b>Project Name</b>	Gateway Sec 108 Loan Payment
	<b>Target Area</b>	
	<b>Goals Supported</b>	Economic Development
	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG: \$270,456
	<b>Description</b>	Payment of principal and interest on a non-performing Section 108 loan made to the MVRTA for the Gateway parking Lot.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	500 individuals
	<b>Location Description</b>	
	<b>Planned Activities</b>	Payment of principal and interest on a non-performing Section 108 loan made to the MVRTA for the Gateway parking Lot.
<b>24</b>	<b>Project Name</b>	CDBG Administration
	<b>Target Area</b>	

	<b>Goals Supported</b>	Planning and Administration
	<b>Needs Addressed</b>	
	<b>Funding</b>	CDBG: \$347,435
	<b>Description</b>	Costs to administer the CDBG grant including rental of space and equipment, cleaning service, staff salary and fringe benefits, trainings, travel to conferences and trainings, office supplies, and consultants.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	72,000
	<b>Location Description</b>	12 Methuen Street, Lawrence, MA 01840
	<b>Planned Activities</b>	Costs to administer the CDBG grant including rental of space and equipment, cleaning service, staff salary and fringe benefits, trainings, travel to conferences and trainings, office supplies, and consultants.
25	<b>Project Name</b>	Housing Rehabilitation
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$65,672
	<b>Description</b>	Rehabilitation of income eligible owner occupied housing to bring the housing up to HQS standards.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	10 families
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Rehabilitation of income eligible owner occupied housing to bring the housing up to HQS standards. Prior Year Program Income was allocated to this project for budgeting purposes only. IDIS mandates that Program Income funds be drawn before grant funds.
26	<b>Project Name</b>	First Time Homebuyer Down-payment Assistance
	<b>Target Area</b>	

	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$200,000
	<b>Description</b>	Down payment assistance up to a maximum of \$15,000 for income eligible first time homebuyers.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 families or individuals
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Down payment assistance up to a maximum of \$15,000 for income eligible first time homebuyers.
27	<b>Project Name</b>	CHDO Operating
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$25,000
	<b>Description</b>	Operating funds to a certified CHDO. There may be more than one CHDO that receives funds through an application process.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Operating funds to a certified CHDO. There may be more than one CHDO that receives funds through an application process.
28	<b>Project Name</b>	CHDO Set-Aside
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$123,833

	<b>Description</b>	15% statutory set-aside funds for a certified CHDO to create affordable housing units.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	15% statutory set-aside funds for a certified CHDO to create affordable housing units.
<b>29</b>	<b>Project Name</b>	Housing Development Projects
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$350,000
	<b>Description</b>	Funds for a developer or CHDO to create affordable housing units. Funding requests are received on a rolling basis.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	11 individuals or families
	<b>Location Description</b>	city wide
	<b>Planned Activities</b>	Funds for a developer or CHDO to create affordable housing units. Funding requests are received on a rolling basis.
<b>30</b>	<b>Project Name</b>	HOME Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	Planning and Administration
	<b>Needs Addressed</b>	
	<b>Funding</b>	HOME: \$84,945
	<b>Description</b>	Costs to administer the HOME grant including rental of space and equipment, cleaning service, staff salary and fringe benefits, trainings, travel to conferences and trainings, office supplies, and consultants.

	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	12 Methuen Street, Lawrence, MA 01840
	<b>Planned Activities</b>	Costs to administer the HOME grant including rental of space and equipment, cleaning service, staff salary and fringe benefits, trainings, travel to conferences and trainings, office supplies, and consultants.
<b>31</b>	<b>Project Name</b>	ESG19Lawrence(2020)
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homeless Assistance
	<b>Needs Addressed</b>	Homeless Services
	<b>Funding</b>	ESG: \$147,883
	<b>Description</b>	Emergency Solutions Grant. Funds will be used for a program eligible project or projects such as Street Outreach, Rapid Re-housing or Homelessness Prevention to be selected through an RFP process as well as administrative costs.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	20 individuals or families
	<b>Location Description</b>	city wide
<b>Planned Activities</b>	Emergency Solutions Grant. Funds will be used for a program eligible project or projects such as Street Outreach, Rapid Re-housing or Homelessness Prevention to be selected through an RFP process as well as administrative costs.	

## **AP-50 Geographic Distribution – 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

The allocation of CDBG resources is targeted to best meet the priority needs of low and moderate income persons based on a variety of planning studies and community input in the preceding years. The

O'Connell Park improvements are in Census Tract 2516 and James J. O'Neill Park is in census tract 2510 In the Year 5 Annual Plan the City has allocated significant amounts of available resources via public services to programs that operate City-wide and serve low income persons. The Section 108 Loan payments represent 15% of City Entitlement funds. Housing Rehabilitation/Lead Paint and Public Services serve priority needs that exist City-wide. The public services are available to LMI persons citywide. HOME funds are available City-wide with development approved based on quality of application including revitalization considerations, and homebuyer assistance is based on individual buyer decisions.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>

**Table 8 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

A significant proportion of the Annual Entitlement funds are dedicated to pay principal and interest on one existing Section 108 loan. Another large piece is to match the State PARC grant, and another large piece supports the HUD Office of Healthy Homes Lead Abatement grant. The remaining balance is dedicated to two City-wide needs --affordable housing and public services. It should be noted that the majority of public service programs are located within CDBG target areas, and provide convenient access to neighborhood residents.

### **Discussion**

Please see above discussions

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

The City of Lawrence utilizes HOME funds to support affordable housing programs throughout the entire city. Programs include:

- **First Time Homebuyer Program**, which provides direct financial assistance to a buyer to be utilized for down payment and closing cost
- **Existing Homeowner Rehabilitation Program**, which funds housing improvements for existing homeowners
- **Developer Rental Projects**, which are multi-family projects undertaken by developers. Funds are often soft, secondary financing
- **Developer Homeownership Projects**, which are Acquisition, Rehabilitation, Resale or Acquisition, New Construction, Resale projects where a developer produces an affordable house that is sold to and occupied by an eligible household

Lawrence additionally allocates a portion of their CDBG funds toward affordable housing including home rehabilitation and lead hazard abatement. Typically we complete 80 lead abatements per year.

Eligible applicants are individuals and families whose income is below the 80% AMI for both our First Time Homebuyer Program and the Homeowner Rehabilitation Program. Applications are processed on a first-come, first-serve basis. Information is available on the City's website, and application packages are available at the Office of Planning & Development. The City uses recapture provisions for both programs. The provisions are included as an attachment.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	6
Non-Homeless	118
Special-Needs	6
Total	130

**Table 9 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	71
The Production of New Units	9
Rehab of Existing Units	35
Acquisition of Existing Units	15

One Year Goals for the Number of Households Supported Through	
Total	130

**Table 10 - One Year Goals for Affordable Housing by Support Type**

### Discussion

Existing data and community consultations clearly identify the need to improve the quality of its aged housing stock and to reduce the impacts of lead hazards. The limited HOME allocation funds a mix of projects to meet both rental and ownership needs and goals. We will fund 10-15 new home owners through down payment assistance. We will support both for profit and non- profit developers in

creation of new rental units either through adaptive reuse of mill properties or new construction, typically in fill type construction.

The City will not use sub-recipients, State recipients, Urban County or Consortium members, CHDOs or other entities, to provide the First Time Homebuyer Program assistance.

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## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

The Lawrence Housing Authority manages its public housing stock and administers federal and state housing vouchers. The LHA's stock includes both federal and state-financed public housing.

The City and the LHA share common goals. These shared goals included improving the condition of the public housing stock, encouraging resident involvement, and providing opportunities and support for resident self-sufficiency.

Additionally, the LHA is seeking creative opportunities to preserve and produce affordable housing.

### **Actions planned during the next year to address the needs to public housing**

The City of Lawrence has extremely limited resources to assist the Lawrence Housing Authority with its Capital Needs. The City has supported the LHA's efforts at the recapitalization and restructuring of its housing portfolio to accomplish needed capital projects and ensure long-term sustainability of the public housing stock. The City undertakes the required environmental review for the LHA's HUD-funded capital projects.

Additionally, the City supports the LHA efforts to increase economic

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

Resident Councils regularly engage with management on facility needs, management policies, and/or security issues. The LHA and the City will continue to support resident engagement through support for public service programs which operate at LHA sites as well as through the recognition of Resident Organizations in the development of future plans.

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

The LHA is not troubled.

### **Discussion**

The LHA is a critical partner in the provision of affordable housing and efforts to promote economic self-sufficiency. During this Consolidated Plan period, the City and LHA will seek to identify opportunities to leverage the LHA's capacity and mutual goals expand opportunities for Lawrence residents. The LHA

participated in funding the Comprehensive Housing Study.

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## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

Mayor Rivera recognized the need to have a staff person whose focus would be on the vast needs of the homeless population in the City with an emphasis on the unsheltered homeless. The City created a

Homelessness Initiatives Coordinator position which is funded with City General Fund money and Determination of Need (DoN) funds from Lawrence General Hospital. The initial person hired moved on to other opportunities. The City reposted the position and a new person was hired in January 2019. They bring a fresh approach and much experience to the position.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The City of Lawrence is committed to increasing long-term housing stability and economic self-sufficiency of homeless and at-risk individuals and families. The City will utilize HOME funds to produce additional affordable rental units and have dedicated CDBG funds to support self-sufficiency and economic development.

The Continuum of Care (CoC) uses a Coordinated Entry system and outreach teams to address the needs of homeless persons, with a special emphasis on unsheltered persons. Outreach teams respond to any report of an unsheltered family with children and locate an immediate placement in alternative housing settings. The United Way 2-1-1 Program provides information and referral for families. Information about these services is disseminated through public information announcements, faith-based organizations, and other service providers.

#### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City is providing CDBG funds to Emmaus as part of their match for the Fresh Start project funded through the Continuum of Care Grant program. Fresh Start is a permanent supportive housing leasing program targeting 14 chronically homeless individuals with 6 slots set aside for veterans.

HOME funds are allocated each year to CHDO's and other housing developers for the creation of

affordable units of housing. Bread and Roses Housing often targets their housing projects to families at 0-30% AMI.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

Although Lawrence is no longer its own CoC as it joined the Balance of State CoC three years ago, monthly meetings are still held in Lawrence to discuss with service providers, veterans organizations, advocacy groups and other interested parties, the needs of homeless individuals and families.

Staff from the Community Development Department interacts with the public seeking assistance with housing needs on an ongoing basis by providing referrals to appropriate local agencies and service providers. As part of the Balance of State CoC Planning Group, the City participates in the Continuum of Care Grant Program Application including the Ranking and Review of renewal applications which requires discussion of how the applications meet the needs and priorities of the CoC.

The Balance of State CoC launched a Coordinated Entry System for individuals and families and the City was an active participant in the creation of this system which will prioritize individuals with the greatest needs using a tool to determine vulnerability. The City also hosted a training for the Coordinated Entry System at the Community Development Department on April 4, 2019. The Coordinated Entry Specialist from DHCD presented the training. Over 40 service providers were in attendance.

The city will deploy Emergency Solutions Grant (ESG) funds to help move homeless persons quickly into permanent housing, provide street outreach and/or to prevent homelessness. An RFP process will be used to contract with one or more sub-grantees. Additionally, the continued use of the Balance of State CoC Coordinated Entry system will further ensure that the most vulnerable chronic homeless individuals and families will be prioritized and more quickly and appropriately placed in permanent, sustainable housing settings.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

The City of Lawrence works with state partners to ensure that people being discharged from publicly funded institutions are not discharged into homelessness. The Massachusetts Department of Mental Health has designated several managers as representatives to the Balance of State CoC and the MAICHH

who work on discharge planning. These managers are responsible for working with and monitoring all CoC providers providing mental health services and they work on discharge planning for participants with severe and chronic mental health issues. Several of the providers are also active CoC members. DMH works with other state agencies and their providers around mental health issues, street outreach and discharge planning. DMH is the state agency responsible for ensuring persons being discharged from the public mental health (MH) system are not discharged into homelessness.

### **Discussion**

Please see discussions above.

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**AP-70 HOPWA Goals– 91.220 (I)(3)**

<b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	0
Tenant-based rental assistance	0
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	0
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0
Total	0

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## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction:**

The availability of affordable housing is determined by the relationship of supply and demand. On the supply side, the City has a greater percentage of affordable housing units than any of the surrounding communities with nearly 15% of its housing units deed-restricted as affordable housing. Yet, affordable housing demand continues to outstrip the supply.

The City of Lawrence has adopted public policies and programs that encourage residential investment. These efforts include expedited permitting, government financing to reduce development cost, and high-density zoning regulations. Yet, despite this significant supply, the demand has not been met.

The public policies that constitute barriers are not unique to Lawrence. These policies include:

- Costs associated with Mass Building Code
- Hazards in the built environment such as lead paint.
- Cost of Site Assembly of non-conforming urban lots
- Down payment requirements for FHA and traditional loan products

High construction costs relative to attainable rents without subsidies

The public policies that constitute barriers are not unique to Lawrence. These policies include:

- Costs associated with Mass Building Code
- Hazards in the built environment such as lead paint.
- Cost of Site Assembly of non-conforming urban lots
- Down payment requirements for FHA and traditional loan products
- High construction costs relative to attainable rents without subsidies

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

The public policies that serve as barriers to affordable housing are not within the control of the City of

Lawrence. Yet, the City proposes the following actions to lessen the impact of public policies:

- Participation on a regional level to encourage greater housing opportunities
- Utilization of Tax-title and/or Municipal Properties to expand housing and economic opportunities designed to increase resident income
- Utilization of Receivership Program to stabilize affordable housing units
- Provide lead abatement financing to reduce costs
- Provide Down Payment and Closing Cost assistance to enable low and moderate income buyers to achieve homeownership

### **Discussion:**

In addition to the 2015 Comprehensive Housing Study, the City collaborated with the Merrimack Valley Planning Commission in the development of the Lawrence Housing Production Plan (2018—2022), part of a regional effort. This plan helped identify population and housing trends, as well as provided a list of recommended strategies, grouped into three main categories:

- 1) Planning and Policies: This includes capacity-building strategies such as staffing and creating committees or housing trusts, as well as recommended changes in zoning and/or municipal policies.
- 2) Production: How can the community produce units to maintain the State's 10% goal for affordable units? This category provides specific strategies, developing partnerships, purchasing land/property, and converting existing structures to create affordable housing.
- 3) Preservation: Communities go through a great deal of effort to create affordable units. This category outlines tactics necessary to keep those units affordable.

The City of Lawrence intends to address the availability of affordable housing on both the supply and demand side. By expanding economic opportunities for its residents, the demand for affordable housing will be reduced. By encouraging production throughout the region and providing government assistance that supports existing low income owners, the supply of affordable housing will be expanded. While HOME funds and other subsidy funds are in short supply compared to the demand for them and number of potential projects, the City will pursue many of the strategies outlined in the Housing Study, including developing the capacity of local developers and encouraging small scale development that may not require Federal or state subsidies.

The City also became a designated Housing Choice community, unlocking the possibilities and earning preferential access to state grant programs and the chance to apply for a new dedicated grant program. Subsequent to acquiring this designation, the City successfully submitted a Housing Choice Capital Grant application, and received a funding award in the fall of 2018 to supplement South Common's park improvements for Phase II.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

This section discusses the City's efforts to address needs identified in the Consolidated Plan, particularly in the areas of expanding homeownership opportunities, rehabilitating and preserving affordable housing, reducing lead-based paint hazards, expanding economic opportunities, and developing institutional structure for delivering housing and community development activities.

### **Actions planned to address obstacles to meeting underserved needs**

The City of Lawrence is working to address obstacles to meeting underserved needs by:

- Participation on a regional level to encourage greater housing opportunities throughout the region, expand regional economic opportunities, and coordinate the streamlined and impactful delivery of services throughout the region; and,
- Creation of living wage jobs through economic development initiatives that will increase households' economic position which will provide them with resources to better address household needs.

### **Actions planned to foster and maintain affordable housing**

We allocated additional rehabilitation funding for FY20, considering the increase in the number of homeowners on the waitlist (from 30 to 192 in past two years) for this program.

### **Actions planned to reduce lead-based paint hazards**

The City of Lawrence is focused on providing residents with the economic means to purchase, rehabilitate and maintain the existing housing stock. Specifically, the City is supporting residents through:

- Down payment and closing cost assistance that allows low and moderate income buyers to buy a home;
- Rehabilitation to support to “mom and pop” owners of two and three family stock, recognizing their role in providing affordable rental units;
- Utilization of tax-title and/or municipal properties to expand housing and economic opportunities designed to increase resident income; and,
- Utilization of the receivership program to stabilize affordable housing units. Project management, technical assistance, and matching funds for Healthy Home and Lead Hazard Control grants; and, Continued participation by the City in the State's Get the Lead Out program which provides the City with access to rehabilitation funding for lead-based paint removal.

## **Actions planned to reduce the number of poverty-level families**

The City is working to reduce the number of poverty-level families by:

- Expanding the availability of ESOL classes
- Job training
- Development of a comprehensive family resource center
- Redevelopment of downtown to create additional jobs

## **Actions planned to develop institutional structure**

The Office of Planning and Development (which includes the Community Development Department) will continue to engage other City departments and public-private partnerships, such as the Mayor's Health Task Force, in the implementation of the activities identified within the Annual Action Plan. Through enhanced coordination, the CDBG, HOME and ESG funded activities are an essential piece of larger community revitalization efforts.

## **Actions planned to enhance coordination between public and private housing and social service agencies**

The City of Lawrence's active coordination between public and private housing and social service agencies was recognized by the Federal Reserve Bank of Boston through a \$700,000 Working Cities grant. The City plans to continue to:

- Convene Mayoral task forces on a number of important initiatives such as health and the provision of ESOL classes
- Participate in public-private partnerships such as the Lawrence Partnership and the North Canal Coalition.
- Encourage and support residential development of currently vacant space in the downtown area.
- Participate in capacity-building opportunities that will facilitate connections and potential collaborations with regional, state and national private and public organizations to leverage best practices and funding opportunities.

## **Discussion:**

Please see discussions above.

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction:

The City receives CDBG and HOME funds on an annual basis. This year the City received an allocation of Emergency Solutions Grant (ESG) funds. In addition, the City receives Program Income throughout the year. The City invests these funds into eligible projects as detailed within the Consolidated Plan and corresponding Annual Action Plan.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

- |                                                                                                                                                                                                |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed                                            | 0        |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. | 0        |
| 3. The amount of surplus funds from urban renewal settlements                                                                                                                                  | 0        |
| 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan                                                   | 0        |
| 5. The amount of income from float-funded activities                                                                                                                                           | 0        |
| <b>Total Program Income:</b>                                                                                                                                                                   | <b>0</b> |

#### Other CDBG Requirements

- |                                                                                                                                                                                                                                                                                                                                                                                                   |        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1. The amount of urgent need activities                                                                                                                                                                                                                                                                                                                                                           | 0      |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | 75.00% |

**HOME Investment Partnership Program (HOME)  
Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The City of Lawrence will only use the forms of investments identified in Section 92.205

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The City's Recapture Provisions are located with the Grantee Appendices

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The Community Development Department utilizes a Note, recordable Mortgage, and Deed Restriction to secure the HOME investment.

As long as the Borrower remains in compliance with the terms of this Note, the Mortgage, the Loan Agreement and the Affordable If the HOME-assisted homebuyer fails to occupy the unit as his or her principal residence (i.e., unit is rented or vacant), or the home was sold or otherwise transferred during the period of affordability and the applicable recapture provision was not enforced, then the project will be considered in noncompliance. Housing Restriction (collectively "The Loan Documents"), the HOME loan will be forgiven once the affordability period is complete.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The City does not intend to use HOME funds to refinance existing debt.

**Emergency Solutions Grant (ESG)  
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

Attached

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system. The City of Lawrence is a member of the MA Balance of State Continuum of Care. The Balance of State Continuum of Care has established a coordinated assessment system. The primary contact for the system is Charles.Bokor@state.ma.us.

There are three forms that must be completed that form the backbone of the system: Coordinated Entry Vulnerability Tool, Consent Form and Housing Preference Form.

The instructions for a service provider assisting a homeless individual can be found at this link:  
<http://www.mass.gov/hed/docs/dhcd/hs/coc/instructions.pdf>

The City of Lawrence will require that every sub-recipient administering ESG funds will follow this system. The City will provide training as necessary and monitor implementation as part of the contract oversight process.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The City will use a Request for Proposals (RFP) process that will be publically advertised, and one or more service providers will be selected. The City will also alert non-profit community-based and faith-based organizations about the RFP. In addition to formal membership in the Balance of State Continuum of Care, the City's Community Development Department convenes monthly meetings of local homeless providers and advocates, and thru the next meeting of this group the City will begin a process of publicity regarding the upcoming RFP.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City of Lawrence is part of the governance structure of the Balance of State Continuum of Care, and it is our understanding this requirement does not apply to State CoC's (even though it is a goal). However, the City believes that effective implementation of ESG locally will benefit from direct

consultation with the homeless or formerly homeless within Lawrence city limits. The City intends to task its new Homelessness Initiatives Coordinator with making this contact, which will in turn inform the City's RFP process. Consultation will continue during implementation of this grant. Further, the City will reconsider making a consultation process a part of the contract requirements for sub recipients.

5. Describe performance standards for evaluating ESG.

The performance standards will be established as part of the contract with each sub-grantee. The primary performance standard will be placing homeless individuals or families into permanent housing with case management that supports stability. The performance numbers will be based on the City's evaluation and acceptance of sub-grantee proposals. We will balance rent payments with case management as our ultimate goal is a homeless individual or family in a permanent sustained housing solution. After placement in a permanent housing situation our performance goal is 80% of clients maintaining their permanent housing status.

A further factor that must be considered is that the City of Lawrence is formally and legally a member of the Balance of State Continuum of Care and the HUD-funded homeless programs in Lawrence are part of the State's application and rating and ranking priority system in which City representatives are participants. The State receives a separate ESG allocation, and has its own written standards for the full range of ESG possibilities. The City of Lawrence believes the best approach is to be mindful of the State written standards, and to the extent appropriate follow them, while at the same time, creating certain standards that are specific to Lawrence.