

City of Lawrence  
FY2022 Proposed Annual Action Plan  
For Public Comment  
July 1, 2021 to June 30, 2022



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Kendrys Vasquez, Mayor

# Executive Summary

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

### 1. Introduction

Every five years, HUD requires cities that receive direct allocation of funds, Entitlement Communities, to create a Consolidated Plan. The City of Lawrence as an Entitlement Community has undertaken this HUD-required planning process. The planning process led by the Community Development Department sought to identify community needs and establish affordable housing and community development priorities through consultations and community input.

This Consolidated Plan will guide the City of Lawrence's strategic investment of federal Community Development Block Grant (CDBG) funds, HOME Investment Partnership funds, and Emergency Solutions Grants (ESG) during the City's Fiscal Years 2020-2024.

Additionally, this document includes the 2nd year Action Plan, which details the projects to be undertaken during the program year commencing on July 1, 2021 and concluding on June 30, 2022. During the development of the Consolidated Plan, Lawrence, like cities across the nation, began to see the impact of the COVID 19 pandemic. The City re-evaluated its initial priorities and strategic investments in light of the emerging needs and on-going HUD guidance. This plan reflects ongoing adjustments.

### 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.

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:

- Expanded support for small businesses in light of the COVID-19 pandemic.
- Pathways to economic stability for low income households through education, job training, small business development, and job creation; and
- Housing development through the production of new units to meet increasing population and through improvements to an aged housing stock; and
- Provide for the immediate needs of families impacted by loss of income as a result of COVID-19.
- Improving health outcomes for individuals and advancing public health strategies that address health inequities and improve upon social and economic factors of poor health; and
- Continued investment in parks, public spaces, and infrastructure.

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

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

The City of Lawrence has demonstrated tremendous progress in meeting its goals and objectives identified within its prior Consolidated Plan and related Annual Action Plans. The City's 2019 year-end report, the Consolidated Annual Performance Evaluation Report (CAPER) demonstrated that the City had achieved many of its identified goals. The City exceeded proposed goals in the areas of housing rehabilitation, financial support for the development of affordable rental and homeownership units, and in persons impacted by investments in parks and public infrastructure, as well as public services, with 13 nonprofit organizations selected for funding to support 16 different programs for low-to-moderate income residents.

Through the furtherance of successful partnerships and initiatives, the City was successful at investing resources to address priority needs and ensuring compliant implementation of projects and programs. Efforts such as the Transformative Development Initiative (TDI), the Working Cities Grant (Boston Federal Reserve Bank), participation in technical assistance opportunities after earning the RWJF Culture of Health Prize in 2015, the National League of Cities' technical assistance program on affordable housing and health, and the Mayor's Health Task Force, contribute towards the attainment of goals.

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

Summary from citizen participation section of plan.

For this second year Annual Action Plan (HUD Program Year 2020/City's Fiscal Year 2022), the CDD held a series of virtual meetings/public hearing in early and mid-December to report on the work performed with prior year's funding, as well as to solicit public comment on the proposed funding use for the next fiscal year's funding. Additionally, the draft plan will be posted on the City Website in mid-April 2021 for the mandated thirty-day public comment period. Legal ads will be placed on the local mainstream newspaper and one of the area's bilingual newspapers, informing the public about the availability of the draft plan at the Office of Planning and Development, the City Clerk's Office, and The Center (formerly the Senior Center); this latter one serves as a hub for food distribution and vaccination, with heightened increased foot traffic. Lastly, staff will go before City Council and the Budget and Finance Committee meeting in April and will request a public hearing for early May to approve the FY22 proposed budget. All council hearings and the public hearing are conducted virtually on Facebook and YouTube, and the public has the opportunity to share their comments in the chat box. For the public hearing, the public has the opportunity to voice any concerns live during this early session of the Council meeting.

### **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**

The City of Lawrence has continually engaged with its residents, neighborhood organizations, non-profit agencies, and strategic partners to identify investments that will address existing community need. While the Consolidated Plan requires a formal consultation process, the priorities identified within the Consolidated Plan are reflective of the ongoing work of Mayor Rivera's, and subsequently, Mayor Kendrys Vasquez' administration. This ongoing commitment to inclusive partnerships seeks to make Lawrence a healthier community for all.

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## 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 Partnerships (HOME), and the Emergency Solutions Grant. CDD prepares all plans and reports, provides financial oversight, and monitors program compliance.

Organizationally the CDD is within the umbrella of the larger municipal Office of Planning and Development. This organizational structure permits the CDD to coordinate its efforts with Business and Economic Development, Inspectional Services, and Planning which are also part of the Office of Planning and Development. CDD also coordinates and collaborates with the city Department of Public Health, Public Works, Recreation, Council on Aging and The Center (formerly known as the Senior Center), Police, and Public Schools.

The coordination of City departments along with the public-private partnerships, such as the Transformative Development Initiative (TDI), the Lawrence Mayor's Health Task Force (MHTF), the Lawrence Partnership, and non-profit organizations such as Groundwork Lawrence, Lawrence Community Works, and Greater Lawrence Community Action Council, assist in the development of performance-based strategies and the implementation of specific programs or projects identified in the Consolidated Plan.

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.

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**

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

### **1. Introduction**

The City of Lawrence through its Community Development Department undertook extensive consultations with relevant agencies, organizations, and community-based groups to obtain input on priority needs, recommended strategies, and investment opportunities. The consultations were conducted through a variety of methods including one-on-one interviews, stakeholder sessions, and meetings with existing networks.

#### **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))**

Under the leadership of Mayor Daniel Rivera, and since early January 2021, Mayor Kendrys Vasquez, the City of Lawrence has taken actions to coordinate and streamline municipal efforts and enhance coordination with health, housing, and service agencies. The reorganization of City departments and the formation of multi-departmental task forces with defined tasks and goals has led to a level of coordination that has been recognized and rewarded by state and national organizations. Efforts such as the Lawrence Mayor’s Health Task Force and the newly formed Rental Cost Task Force provide a forum for coordinated activities to address the housing and health needs of Lawrence residents. Since the onset of the COVID-19 pandemic, the City of Lawrence, nonprofit partners, legislators, state and regional agencies, and caring stakeholders, organized as working groups under the “We Are Lawrence” communitywide platform to coordinate emergency response efforts to mitigate issues related to financial and housing stability, homeless shelters, youth and schools (education), food access, behavioral health, community outreach, policies, small business assistance, and organizational sustainability. The Community Development Department and the Mayor’s Health Task Force actively participate in these groups, which has help to inform the allocation of entitlement and CARES Act funds.

#### **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.

**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**

As a member of the Balance of State Continuum of Care (CoC), the City and its network of providers are aware and engaged with the Balance of State CoC. This engagement permits the CDD as the administrator of ESG funds to ensure that ESG funding activities adhere to the policies and procedures for HMIS. To further support coordination, CDD staff holds monthly homeless provider meetings.

**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**

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

1	<b>Agency/Group/Organization</b>	GroundWork Lawrence
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Education Services-Employment Agency - Management of Public Land or Water Resources
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment 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>	Type of Consultation: One on one with Executive Director Agency Description: Groundwork Lawrence continues to focus on park stewardship and recreational facilities. Expanded mission to include fresh food access, SNAP, and community gardens. Challenges include lack of resources- financial and human. More and more people working two jobs or in transition. 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 consultation also highlighted the need to be accurately counted in the upcoming census. Anticipated Outcomes: Continued participation with City on green space initiatives, furtherance of Green City activities. Expanding reach of healthy food access and farmers markets.
2	<b>Agency/Group/Organization</b>	GREATER LAWRENCE COMMUNITY ACTION COUNCIL
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-homeless Services-Health Services-Employment

	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy Lead-based Paint 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>	Type of Consultation: One on one with Executive Director Agency Description: Community Action Agency seeks to build pathways to stability and prosperity. Continue to provide on support programs- food access, childcare, and fuel assistance but seek to expand access to English language skills, education, and employment training and readiness. Lack of affordable quality housing complicates every aspect. Homeless services continue to be a major need. Continued need for housing code enforcement, rehabilitation including de-leading. New ESOL classes immediately oversubscribed. Immigration services are desperately needed. Anticipated Outcomes: Increased funding for homeless services, partnership with employers, improvements to downtown that create vibrancy and provide opportunities.
3	<b>Agency/Group/Organization</b>	Lawrence Council on Aging
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Services-Health Grantee Department
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Non-Homeless Special 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>	Type of Consultation: One on one meeting with Executive Director Agency Description: Area Agency on Aging Consultation Highlights: Majority of program participants are low-income Latinos. The Senior Center has transitioned into community. Funding to support health initiatives and transportation. Long term goal to expand facility to incorporate more programming.

4	<b>Agency/Group/Organization</b>	Merrimack Valley Planning Commission
	<b>Agency/Group/Organization Type</b>	Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide Agency - Managing Flood Prone Areas Agency - Management of Public Land or Water Resources Agency - Emergency Management Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment 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>	Type of Consultation: One on one meetings with key staff. The current focus is two-fold - affordable housing production and Targeted Economic Development. The need to increase the supply of housing at all price points but most especially affordable units. Seek to implement a housing production plan that includes deed-restricted owner-occupied housing. The need for resources to support a full time Economic Development Specialist (to serve 3 communities). Build capacity to support small, emerging business. Anticipated Outcome: Continued partnership on regional solutions that result in the implementation of the housing production plan, the Lawrence Fabric Innovation, and the Targeted Economic Development Strategies.
5	<b>Agency/Group/Organization</b>	Lawrence Partnership
	<b>Agency/Group/Organization Type</b>	Services-Education Services-Employment Services - Narrowing the Digital Divide
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development

	<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>Type of Consultation: One on one meeting with Executive Director. Organization focused on underutilization of properties, improvements to infrastructure, and creating a sense of place. Build private sector commitments and investments; seek streamlining of government processes to assist in small business development. TDI represents a significant opportunity to the downtown. Strategic involvement of educational institutions in workforce development and alignment. Anticipated Outcomes: Continue engagement of city in development process and workforce development. Use of CDBG in infrastructure projects.</p>
6	<p><b>Agency/Group/Organization</b></p>	<p>Lawrence Housing Authority</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Housing PHA Services - Housing</p>
	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment Public Housing Needs Market Analysis Anti-poverty 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>Type of Consultation: One on one meeting with PHA Executive Director Highlights: Stock is old and suffers from a significant lack of modernization funding. Need for affordable housing especially acute for elders, disabled, as very little of the PHA stock is ADA compliant. Cuts to Resident Service funding and Drug Elimination grants are problematic. Rental prices continue to rise further complicating the market. Anticipated Outcome: PHA will continue to participate in the Rental Cost Task Force. Also seeking to partner with more human service agencies to address challenges of mental health and substance use issues.</p>

7	<b>Agency/Group/Organization</b>	Merrimack Valley YMCA
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Elderly Persons Services-homeless Services-Health Services-Education 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>	Type of Consultation: One on one meeting with Executive Director. Agency Description: YMCA has three strategic pillars - youth development, healthy living, and social responsibility. Of particular importance are issues impacting youth - mental health and anxiety. Food insecurity is a continuing challenge within the health and wellness programs. Academic supports are an area of ongoing expansion. Anticipated Outcomes: Expansion of pilot program that addresses needs of 15-21 year olds. Expansion of food pantry and nutrition/healthy eating programs.
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>Type of Consultation: Meeting Agency with Executive Director and Leadership team. Agency Description: Lawrence CommunityWorks (LCW) identified three critical areas of community needs: People - investing in education, training, networking, asset building, and better outcomes for education/parent engagement; Place - infill housing, mill adaptive reuse, and creation of truly affordable housing, downtown revitalization, sidewalks, lighting; Systems - creating a culture that encourages participation by Lawrence families, creates financial incentives, lending circles. Need for bilingual approach, authentic engagement in all systems. Anticipated Outcomes: Continue efforts of Lawrence Working Families, create affordable housing and pathways for families to achieve, expand code enforcement with goal of improving housing stock, eliminate barriers to employment training and jobs.</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-Victims of Domestic Violence  Services-homeless  Services-Health  Services - Victims  Publicly Funded Institution/System of Care  Business Leaders  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>Type of Consultation: The Continuum of Care (CoC) was consulted at a regularly scheduled meeting of the CoC. Agency Description: 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. Growing concerns for veterans, human trafficking. More and more families living doubled and tripled up in single rooms. The challenges of stability and impact on education for children. Anticipated Outcome: Goals to continue working to identify and serve young households (18-25 year olds), look to expand barriers to employment including transportation, and explore expanded models of housing development that will produce units that are truly affordable to households at 30% or less AMI.</p>
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**Identify any Agency Types not consulted and provide rationale for not consulting**

The City of Lawrence's consultation process was comprehensive and included a wide range of City departments, community-based organizations, and regional institutions.

**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		

Table 3 – Other local / regional / federal planning efforts

**Narrative (optional)**

**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 a Citizen Participation Plan that incorporates the majority of HUD Best practices. These successful recommended practices included broadly advertised hearings held at convenient locations during evening hours, a web-based resident survey, utilization of relevant community-focused plans, and an ongoing dialogue with key stakeholder organizations.

The full implementation of the intended Citizens Participation was not possible due to the social distancing practices required in response to COVID-19. The City was able to utilize community access presentations, the City’s web page, and social media including Facebook to conduct “public hearings”

**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 Meeting	Lawrence residents AND NON-PROFITS	6- local agencies attended the public hearing. CDD provided an overview of the Consolidated Plan process, the Annual Action Plan process and timeline, and to solicit input into community need.	No comments were received.	N/A	<a href="https://us02web.zoom.us/j/84421111111">https://us02web.zoom.us/rec/share/Uqpfsq05RRRfnkDNaeAX1k3ESdEBA8bWLgwbF7XSzn2EQqvx4F3pD5RuwZBVeEJ1.so3bsZ3BycCQfTTZ?startTime=1607035093000</a>

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)
2	Public Meeting	LOCAL NON-PROFITS	7-local agencies received detailed information, the CDD staff provided instruction on the (RFP) Request for Proposal process and application submission.	No comments were received.	N/A	<a href="https://us02web.zoom.us/rec/share/6rG2q5-_JuAkwwwwTdv445jTHUi1fMvc9BW1qnTn2k_lpP6Tw45FoEaku9NI4iH.-0px_sy6plAmHdp8?startTime=1608244510000">https://us02web.zoom.us/rec/share/6rG2q5-_JuAkwwwwTdv445jTHUi1fMvc9BW1qnTn2k_lpP6Tw45FoEaku9NI4iH.-0px_sy6plAmHdp8?startTime=1608244510000</a>
3	Public Meeting	Neighborhood residents	17- local agencies provided 3 minute presentations on their programs to the Community Development Advisory Board	No comments were received.	n/a	<a href="https://us02web.zoom.us/rec/play/6rEOzL2nPNs064s2YdmmYQJ6Yys06XQU-hbafp_OgHvXDEyo y3khJ0Lfl-ZNdl-pYgYPdcVcZFEUKA kP._P96y kz1ZMPsli NH?autoplay=true&amp;start">https://us02web.zoom.us/rec/play/6rEOzL2nPNs064s2YdmmYQJ6Yys06XQU-hbafp_OgHvXDEyo y3khJ0Lfl-ZNdl-pYgYPdcVcZFEUKA kP._P96y kz1ZMPsli NH?autoplay=true&amp;start</a>

Table 4 – Citizen Participation Outreach

## Expected Resources

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

#### Introduction

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				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	1,685,904	15,000	111,498	1,812,402	5,057,712	CDBG funds are anticipated to remain consistent over the 5 year period.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	875,762	15,200	0	890,962	2,627,286	HOME funds are anticipated to remain consistent over the 5 year period.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
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	The City is not a HOPWA grantee
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	146,568	0	152,641	299,209	439,704	ESG funds are anticipated to remain consistent over the 5 year period.

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 Annual Action Plan are anticipated to be received from private and public sources - federal, state, and local. The following leveraged resources are anticipated during this Action Plan year:

**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, as well as State and Federal Historic Tax Credits.

**Philanthropy:** Private funding from national, state, and local funders including the United Way and Private Foundations, and other private donors support the non-profit community, and CDBG 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.

The City is exempt from the HOME match requirement.

ESG requires a dollar for dollar match. This match requirement 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 subrecipient 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**

The Housing Production plan (2018-2022) specifically recommends the use of publicly- owned land, including properties taken for back taxes, to address the housing needs identified during the Consolidated Planning process. The specific Action steps detailed within the plan include an inventory of publicly land to determine suitability and availability of properties for residential development as well as the consideration of retro-fitting current municipal properties for residential use.

**Discussion**

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs. The Annual action plan allocates the available resources available to meet those priority needs. The City of Lawrence's investments will leverage extensive public and private funds to address the economic development, affordable housing, public park and infrastructure priorities, and to meet the needs of vulnerable populations.

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# 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

Table 6 – Goals Summary

### Goal Descriptions

1	Goal Name	Economic Development
	Goal Description	
2	Goal Name	Affordable Housing
	Goal Description	
3	Goal Name	Public Infrastructure, Facilities, and Parks
	Goal Description	
4	Goal Name	Public Services
	Goal Description	
5	Goal Name	Homeless Services
	Goal Description	
6	Goal Name	Planning and Admin
	Goal Description	

## Projects

### AP-35 Projects – 91.220(d)

#### Introduction

In this second year of the 2020-2025 Consolidated Plan, the city has identified strategic investments that further the Consolidated Plan goals. The table below details the program and the dollars to be invested along with the Consolidated Planning goal to be achieved.

#### Projects

#	Project Name
1	Park & Infrastructure Improvements
2	Lead Grant Match
3	Emmaus Fresh Start
4	Homeowner Rehabilitation
5	Gateway Section 108 Loan Repayment
6	Administration
7	Public Facilities
8	Public Services
9	Downpayment Assistance
10	CHDO Set-Aside
11	Housing Development
12	ESG Activities

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 this second year of the Consolidated Plan, the City has allocated funding that addresses unmet priority needs while honoring its obligations for prior year Section 108 loan. 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. The City has plans to utilize HOME funding from the prior fiscal year to implement a Tenant Based Rental Assistance program.

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

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<b>1</b>	<b>Project Name</b>	Park & Infrastructure Improvements
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Public Facilities, Infrastructure, and Parks
	<b>Funding</b>	CDBG: \$600,000
	<b>Description</b>	Renovations to existing parks including Storrow Park and other infrastructure improvements that might be needed. CDBG will pay a portion of the renovations at Storrow along with a State PARC grant and City Capital Improvement funds.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Storrow Park is open to all residents of the City. A conservative estimate would be 1,000 individuals would benefit from this project.
	<b>Location Description</b>	Storrow Park is located on Prospect Hill in Lawrence.
	<b>Planned Activities</b>	Renovations include ADA compliant pathways, hillside restoration, tree removal, vegetation management.
<b>2</b>	<b>Project Name</b>	Lead Grant Match
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$80,000
	<b>Description</b>	Matching funds for a Lead grant from HUD's Office of Healthy Homes & Lead Hazard Control which requires a 10% match. Funds will be used for title searches, soil testing, Registry of Deeds filings, temporary tenant relocation stipends, temporary relocation hotel stays, and a portion of salary and fringe for the Intake Specialist.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximatley 50 low/mod families will be served.
	<b>Location Description</b>	City-wide

	<b>Planned Activities</b>	Matching funds for a Lead grant from HUD's Office of Healthy Homes & Lead Hazard Control which requires a 10% match. Funds will be used for title searches, soil testing, Registry of Deeds filings, temporary tenant relocation stipends, temporary relocation hotel stays, and a portion of salary and fringe for the Intake Specialist.
<b>3</b>	<b>Project Name</b>	Emmaus Fresh Start
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Homeless Services
	<b>Funding</b>	CDBG: \$10,000
	<b>Description</b>	Matching funds for a MA Balance of State Continuum of Care grant to provide permanent supportive housing for 14 homeless individuals including 6 veterans.
	<b>Target Date</b>	10/31/2022
	<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>	Matching funds for a MA Balance of State Continuum of Care grant to provide permanent supportive housing for 14 homeless individuals including 6 veterans.	
<b>4</b>	<b>Project Name</b>	Homeowner Rehabilitation
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG: \$180,287 HOME: \$106,822
	<b>Description</b>	Rehabilitation of low/mod owner occupied 1-4 unit properties to bring the units up to code and/or HQS.
	<b>Target Date</b>	6/30/2022

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 20 families
	<b>Location Description</b>	City-wide
	<b>Planned Activities</b>	Rehabilitation of low/mod owner occupied 1-4 unit properties to bring the units up to code and/or HQS.
5	<b>Project Name</b>	Gateway Section 108 Loan Repayment
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Public Facilities, Infrastructure, and Parks
	<b>Funding</b>	CDBG: \$268,520
	<b>Description</b>	Planned repayment of principal an interest for a non-performing Section 108 loan to construct the Gateway Parking Lot.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	This 800 space parking lot is available to all residents. It is mainly used by staff and visitors of Lawrence General Hospital and th businesses in the surrounding mills.
	<b>Location Description</b>	One Canal Street
	<b>Planned Activities</b>	Planned repayment of principal an interest for a non-performing Section 108 loan to construct the Gateway Parking Lot.
6	<b>Project Name</b>	Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Planning and Administration
	<b>Funding</b>	CDBG: \$337,181 HOME: \$87,576
	<b>Description</b>	Administrative costs including salary, fringe benefits, office supplies, rent of office space, custodial services, audit, etc.
	<b>Target Date</b>	6/30/2022

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	n/a
	<b>Location Description</b>	12 Methuen Street
	<b>Planned Activities</b>	Administrative costs including salary, fringe benefits, office supplies, rent of office space, custodial services, audit, etc.
7	<b>Project Name</b>	Public Facilities
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Public Facilities, Infrastructure, and Parks
	<b>Funding</b>	CDBG: \$14,416
	<b>Description</b>	Renovations to 2 public facilities owned by non-profit organizations- Lawrence History Center and YWCA Northeastern MA.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The YWCA serves 7,500 residents and the Lawrence History Center serves the entire City of approximately 80,000.
	<b>Location Description</b>	Lawrence History Center is located at 6 Essex Street YWCA Northeastern MA is located at 38 Lawrence Street
	<b>Planned Activities</b>	Lawrence History Center is planning to replace the flat roofs on several out building on their site and related drainage/downspouts. YWCA Northeastern MA is planning to renovate the exterior entrance to their site.
8	<b>Project Name</b>	Public Services
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Public Services
	<b>Funding</b>	CDBG: \$195,500
	<b>Description</b>	Funding for 21 different public service activities from 16 non-profit agencies mainly focusing on youth programs and adult ESOL classes.
	<b>Target Date</b>	6/30/2022

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	At a minimum, 200 low-mod individuals will be served.
	<b>Location Description</b>	City-wide
	<b>Planned Activities</b>	ESOL classes, youth programming, rental counseling and homebuyer education, meal program and services to proven-risk young adults.
9	<b>Project Name</b>	Downpayment Assistance
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$200,000
	<b>Description</b>	Downpayment and closing cost assistance for low/mod first time homebuyers.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	10 low/mod families or individuals
	<b>Location Description</b>	City-wide
	<b>Planned Activities</b>	Downpayment and closing cost assistance for low/mod first time homebuyers.
10	<b>Project Name</b>	CHDO Set-Aside
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$131,364
	<b>Description</b>	15% set-aside for certified CHDO's to create affordable housing.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	11 low/mod families or individuals

	<b>Location Description</b>	City-wide 15% set-aside for certified CHDO's to create affordable housing.
	<b>Planned Activities</b>	
<b>11</b>	<b>Project Name</b>	Housing Development
	<b>Target Area</b>	
	<b>Goals Supported</b>	
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	HOME: \$350,000
	<b>Description</b>	Support for various housing development projects being developed across the City.
	<b>Target Date</b>	6/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	11 low/mod families or individuals
	<b>Location Description</b>	City-wide
	<b>Planned Activities</b>	Support for various housing development projects being developed across the City.
	<b>12</b>	<b>Project Name</b>
<b>Target Area</b>		
<b>Goals Supported</b>		
<b>Needs Addressed</b>		Homeless Services Planning and Administration
<b>Funding</b>		ESG: \$146,568
<b>Description</b>		All ESG eligible activities are a possibility including administration, shelter support, street outreach, rapid re-housing and homelessness prevention.
<b>Target Date</b>		6/30/2022
<b>Estimate the number and type of families that will benefit from the proposed activities</b>		10 homeless individuals or families
<b>Location Description</b>		City-wide

	<b>Planned Activities</b>	All ESG eligible activities are a possibility including administrtaion, shelter support, street outreach, rapid re-housing and homelessness prevention.
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## **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. Many of the programs funded with CDBG are programs that intended to provide services city-wide. These programs are intended to serve low- and moderate-income persons regardless of their residence. Examples of those programs include Movement City and Urban Adventures. Other investments are made to improve low income areas. In this year’s Action Plan those investments include improvements to the History Center Courtyard and Park Improvements in a low- and moderate-income neighborhood.

### **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 is dedicated to pay principal and interest on an existing Section 108 loan. Nearly 15% of the Entitlement grant is committed to the Gateway 108 loan. Public Service programs which serve low income persons regardless of geography are an additional 15% of the CDBG Entitlement amount.

### **Discussion**

# Affordable Housing

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

### Introduction

The City of Lawrence utilizes both CDBG and HOME funds to support its affordable housing goals. These 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, and Resale projects where a developer produces an affordable house that is sold to and occupied by an eligible household.
- Tenant- Based Rental Assistance, which will provide rental assistance to low income households between the 50—80% AMI, who are experiencing homelessness or housing instability and are not eligible for ESG funding.

One Year Goals for the Number of Households to be Supported	
Homeless	25
Non-Homeless	99
Special-Needs	6
Total	130

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	90
The Production of New Units	0
Rehab of Existing Units	35
Acquisition of Existing Units	5
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. In addition, in response to COVID-19, the city plans to implement a HOME program funded Tenant Based Rental Assistance program.

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.

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

### **Introduction**

The Lawrence Housing Authority manages a rental portfolio that includes both federally and state-funded public housing units. In addition, the agency administers federal and state housing vouchers. The LHA is recognized as a high-performing Public Housing Authority although faces continually challenges of an aged housing stock. The LHA continues to dedicate all available funding towards the modernization of its housing stock.

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

While the City of Lawrence's extremely limited resources do not permit it to directly assist the LHA 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 diversity within its resident population and to operate Family Self-Sufficiency programs. The City will continue to engage with the LHA and its residents on the services and supports needed to ensure stability.

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

The LHA has Resident Councils that are regularly consulted regarding management and operational policies as well as facility needs and security issues. The Resident Council and LHA site staff are vital tools in dissemination of information on programs and services available to support economic empowerment and homeownership. CDBG funded programs operated at LHA sites create another opportunity to engage residents and encourage involvement in management and empowerment programs.

### **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 Annual Plan period, the City and LHA will seek to identify opportunities to leverage the LHA's capacity to improve the quality of life and to maximize opportunities for residents.

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

### **Introduction**

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 has allocated HOME funds to expand the availability of safe affordable rental units and have dedicated CDBG funds community-based programs that seek to promote housing stability and pathways to economic opportunities.

### **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 Continuum of Care (CoC) uses a centralized intake 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 provides CDBG and ESG funds to support programs that rapidly rehouse persons experiencing homelessness. In keeping with HUD's Best Practices and Housing First models, the City seeks to reduce the number of persons entering emergency shelters. The City also seeks to expand the number of service enriched affordable housing units as data shows such housing units are more effective at stabilizing than transitional housing options.

#### **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**

Lawrence joined the Balance of State CoC ten years ago but still conducts monthly meetings to ensure coordination of service providers and to identify any existing gaps in existing services the needs of homeless individuals and families.

As part of the Balance of State CoC Planning Group, the City participates in the Continuum of Care Grant Program application process including the Ranking and Review of applications. This participation

provides the opportunity for the City to prioritize responses to the need of those experiencing homelessness.

The City provides funding for a Housing Assistance program that seeks to shorten the time individuals experience homelessness. ESG funds along with CDBG matching funds are used to both prevent homelessness and to rapidly rehouse those experiencing homelessness. Community Development staff regularly respond to residents seeking assistance with housing needs, providing referrals to appropriate local agencies and service providers.

**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 MA ICHH 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 to homelessness.

## **Discussion**

**AP-70 HOPWA Goals– 91.220 (I)(3)**

Not applicable

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

### **Introduction:**

The data clearly illustrates the lack of adequate affordable housing sufficient to meet Lawrence resident needs. Despite nearly 15% of the year-round housing units being certified as affordable, the supply does not adequately address need - both in sheer number of needed units and in targeting of units to extremely low-income housing.

The City of Lawrence has adopted public policies and programs that encourage residential investment. The Housing Production Plan (2018-2022) sets forth action steps towards creating to meet the housing needs of current and future residents.

### **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**

At the local level, Lawrence plans to take the following actions to remove barriers to affordable housing including:

- Establishing a Rental Task Force that bring a multi-sector focus to the challenge of housing availability,
- Building capacity of the housing developers,
- Implementing an expedited permitting process,
- Investigating new models of affordable housing,
- Adopting high density zoning regulations,
- Utilizing tax title and municipal properties for residential development,
- Maintaining housing choice designation.

Other public policies that serve as barriers to affordable housing are not within the control of the City of Lawrence. These include issues such as the high cost of new construction, environmental hazards in the built-environment, and the age of the existing housing stock. Despite no direct control of these barriers, 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 development financing to close the “funding gap” created by development costs
- Provide Down Payment and Closing Cost assistance to enable low- and moderate-income buyers to achieve homeownership

### **Discussion:**

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. In this Annual Action Plan period, the City proposed to continue its policy efforts guided by the efforts of the Rental Task Force, expand its partnerships with housing developers, and provide direct financial assistance to buyers, existing owners, and affordable housing developers.

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

### **Introduction:**

This City has adopted a holistic “Health in All” policy to address the socioeconomic factors that are intrinsically connected to community and economic development. The City continues to analyze community need and to structure investments in people and places to improve the quality of life for all Lawrence residents.

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

The City of Lawrence through partnerships with Community-based organization and multi-sector initiatives such as the Mayor’s Health Task Force, has sought to identify and remove obstacles that prohibit Lawrence residents from accessing needed services. During this program year, the City will continue the following:

- 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.
- Partner with Groundworks Lawrence to maximize resident access to healthy food and utilization of public parks, trails, and green space for recreation and physical activity.
- Support the efforts of the Lawrence Partnership to grow the local economy through support for small business and operation of the Training Consortium linking people to training and employment.
- Provide funding to community-based service organizations that deliver essential services to vulnerable populations.

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

The City has allocated additional CDBG and HOME funds for the furtherance of its affordable housing goals. The City has additionally set forth a series of action steps within the Housing Production Plan (2018-2022). These actions include removal of development regulatory barriers, streamlining of the permitting process, amendment of zoning regulations to allow some residential uses by right, reuse of municipal property for residential uses, and support for capacity-building with affordable housing developers.

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

The City of Lawrence is focused on reducing the negative impact of environmental hazards in the built environment. The prevalence of lead hazards in Lawrence’s aged housing stock is significant and therefore a priority. Remediation of hazards is accomplished through the following City efforts:

- Operate Mass Housing’s Get the Lead Out Program
- Down payment and closing cost assistance that allows low- and moderate-income buyers to buy a home

- Rehabilitation to support to existing homeowners
- Produce and preserve lead-safe housing units

The City secured a 3.5 year grant through the federal Lead Hazard Control and Healthy Homes program. We are currently in the midst of the implementation process, finalizing subcontracts with vendors, coordinating outreach efforts, and sending letters to families on the existing waitlist, among other required tasks to kick-off the lead abatement/control

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

The City's actions to reduce the number of families living in poverty are to expand efforts to create economic opportunities. The City has been a leader in establishing partnerships and attracting the necessary resources to provide pathways to economic opportunity. Initiatives including the Groundwork Lawrence Environmental Tech Training program, the Workforce Investment Board's Career Centers and the Lawrence Partnership's small business program are integral to providing the support necessary for families to succeed. The City continues to be an active participant in these efforts and seeks to alleviate barriers to resident access to programs and services.

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

Under the leadership of the Mayor's Office, the City has institutionalized initiatives that insure a coordinated approach to furtherance of the HUD goals to improve the quality of life for low- and moderate-income persons, provide decent safe affordable housing, and create economic opportunities. The Office of Planning and Development (which includes the Community Development Department) is an active member of multi-sector initiatives that inform the investment of HUD Entitlement funds. Through continued coordination, the CDBG, HOME and ESG funded activities are able to leverage significant resources and provide meaningful positive outcomes for the residents of Lawrence.

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

Capitalizing on the success of the Working Cities grant awarded by the Federal Reserve Bank of Boston, the City of Lawrence has continued to build coordinated multi-sector partnerships to plan, organize, and implement efforts to respond to community needs. During this Action Plan year, the City will continue to convene and coordinate the efforts of the Mayor's Health Task Force and the Rental Cost Task Force. The City will continue to be an active, engaged participant in the regional efforts of the Merrimack Valley Workforce Investment Board and of the Merrimack Valley Planning Commission. In addition, the City will lead the implementation of the Housing Production Plan recommendations.

### **Discussion:**

# Program Specific Requirements

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

### Introduction:

#### 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.	80.00%

#### HOME Investment Partnership Program (HOME) Reference 24 CFR 91.220(I)(2)

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

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:
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:

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

1. Include written standards for providing ESG assistance (may include as attachment)
2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.
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).
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.
5. Describe performance standards for evaluating ESG.

