



For Public Comment

Consolidated Annual Performance and Evaluation Report City of Lawrence

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Community Development Department
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Program Year July 1, 2010 – June 30, 2011

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Preface

Every year, as a requirement of receiving Community Development Block Grant and other funds from the U.S. Department of Housing & Urban Development, the City of Lawrence is required to prepare and submit a “Consolidated Annual Performance Evaluation Report” (CAPER). This report must be prepared with citizen input, and should assess and evaluate the strengths and weaknesses of the program in meeting the goals and objectives of the Five-Year “Consolidated Plan” and One-Year “Action Plan” (both prepared with citizen input as well). The report should also recommend changes to the program based on this assessment and changing needs.

As such, the report is addressed to two audiences: on the one hand, it should be clear and readable by the general public, providing them with a snapshot “report card” of the department’s performance (and that of its community partners) in addressing the needs of the community; on the other hand, as a required document under HUD regulations, it must be reviewed by the Boston Field Office and address certain regulatory questions.

Also worth noting that many of the community development activities initiated in this program year may take longer than a year to complete, or to see funds finally drawn down; similarly, many activities started in prior years are only bearing fruit (and drawing funds) during the reporting year. Wherever possible we have attempted in the narrative to be clear whether we are speaking of specific activities funded through the **FY2011** Action Plan or more general efforts to accomplish the goals of the program, regardless of program year.

Acknowledgments

This report was prepared by Director James Barnes and the staff of the City of Lawrence Community Development Department. This evaluation of the City's efforts to address housing and community development needs—and the assessment of those needs themselves—includes valuable input from the citizens of Lawrence and our nonprofit and community partners including but not limited to Lawrence CommunityWorks, Bread & Roses Housing, Arlington Community Trabajando, Merrimack Valley Habitat for Humanity, the YMCA, The YWCA, the Boys & Girls Club, the Lawrence Cultural Alliance, the Lawrence History Center/Immigrant City Archives, Greater Lawrence Community Action Council, Groundwork Lawrence, The Lawrence Police and Fire Departments, The Merrimack Valley Regional Planning Commission, our neighborhood associations, many faith-based community organizations, The Workforce Investment Board and other key community stakeholders.

The projects evaluated herein and the progress made toward meeting the City's short and long-term goals for the use of Federal Community Development Block Grant (CDBG) funds would not have been possible without the work of dedicated individuals, our non-profit partners, the Commonwealth of Massachusetts, and the strong leadership of Mayor William Lantigua, his staff, The Community Development Advisory Board and the Lawrence City Council. The CD Department is also indebted to staff at the HUD Boston Field Office, including, Robert Shumeyko, Cedric Kam, and Paula Newcomb for their assistance and support.

During this program year we also continued our working relationship with regional universities and colleges. We specifically want to thank the faculty and students of MIT, UMASS Lowell, Tufts University School of Medicine, Northern Essex Community College, and Cambridge College for their thoughtful and dedicated assistance. The MIT@Lawrence partnership received the Campus Compact (MACC) Presidents' Community Partnership award recognizing sustained innovative partnerships. The city also continued collaborating with MIT in the the MIT SPURS Program (Special Program in Urban and Regional Studies). Tufts completed a report which evaluated the city's parks and made recommendations about future park utilization conducted an in depth study of the use of our park system by youth and UMASS Lowell is collaborating with the city as our Local Action Research Partner for our Charles E. Shannon Jr. Community Safety Initiative. Northern Essex Community College provides ongoing collaboration with the City through its "Service Learning Committee".

1 Executive Summary

The 2010-2011 Program Year for the City of Lawrence Community Development Department (CDD) demonstrates major progress for the department. Several long-term development projects were well under way or completed in this program year, and the CDD secured a significant number of grants from additional sources. The reputation of the CDD has been bolstered by these key advances as the department has demonstrated its ability to complete large development projects on time, and to successfully administer grants from multiple sources. In Year One of a new 5-year Consolidated Plan, the CDD was awarded another Urban Self Help grants now know as Parkland Acquisition and Renovation for Communities grants (PARC). This marks the seventh year in a row the city has been awarded PARC grants. The city also received a Coastal Zone management grant for the Spicket River greenway project and a Essex Heritage Grant. The documentary film completed as part of this project also receive an award from the Boston international film festival.. The city was also awarded our fourth consecutive Senator Charles E. Shannon Jr. Community Safety Initiative Grant, a Coastal Zone Management Grant and increased Community Development Action Grant (CDAG), a Gateway City Park Grant, and a MOREJobs grant for \$1.5 million to complete infrastructure and site improvements for the Union Crossing development..

The Community Development Department and it partners received three honors recognizing achievements. In February we were honored at the annual NCDA winter meetings in Washington for our work in Brownfields cleanup and reclamation. At the annual EPA Brownfields Conference in Philadelphia the city and Groundwork Lawrence received a Brownfield renewal Award for Social Impact from the US EPA and National recognition for other projects. The MIT@Lawrence partnership received the Campus Compact (MACC) Presidents' Community Partnership award recognizing sustained innovative partnerships.

During the Program Year early numbers from the 2010 Census became available. Lawrence is one of the fastest growing cites in the state with the 2010 Census indicating a population of 76,377 up from 72,043 in 2000. The 2010 census also shows that the Latino population of Lawrence is at 78.3% up from 59.7 % on 2000.

1. Key accomplishments in the City's Fiscal Year 11 Program Year include the following:

- The city received a KABOOM GRANT to construct a new playground at the Arlington School in the Arlington NRSA.
- The city received EPA Brownfield Renewal award for Social impact for Manchester Park.
- The city completed the first part of its Neighborhood Community Garden Initiative completing 68 new beds significant, an outdoor classroom and fruit tree Orchard.

These projects greatly increase the amount of quality green and recreational space in environmental justice neighborhoods.

- The city successfully completed and closed out with HUD its 3-year \$3 million Lead Abatement Program, and received award of a new \$3.1 million Lead Abatement Grant.
- We rehabilitated 36 units of housing
- We provided direct assistance and services to over 1,600 low- and moderate-income individuals and families through 20 different public services projects;
- We started and successfully administered the HPRP program.
- We continued our work to deal with the widespread housing and foreclosure crises through the administration of a 1.876 million NSP grant.
- We completed our third major and final project funded by a CDBG-R grant, expansion of the Senior Center space, continuing the City's revitalization.
- We continued implementing the new 5 year consolidated plan (2010-2015) and adopted the FY 12 Action Plan.
- We Continued implementing the 2009 Open Space Plan, with Our Community Partners
- We completed the construction of two housing developments that the adaptive reuse of three vacant, historic buildings for the purpose of developing 44 units of 55+ housing, and the adaptive reuse of an historic elementary school into 16 units of permanent housing for homeless families.
- A community based non profit charter school, working in collaboration with the Lawrence Public Schools, received a \$500,000 Promise Neighborhoods planning grant from the US Department of Education for the **Arlington Community of Excellence** located in the NRSA
- We constructed a new 3 lane vehicular bridge across the North Canal.
- We completed major infrastructure improvements to Island Street for the Union Crossing project

2 Overall Evaluation: Needs & Resources

2.1 Needs

The 5 year Consolidated Plan (2010-2015) provides the supporting data and sets forth these needs.

Community Development Needs

Economic Opportunity

Human Resource Development

Community Development Objectives

Create and retain jobs

Support Neighborhoods based on economic development

Prepare existing sites for redevelopment

Create a competitive workforce

- Funding Categories to meet objectives
 - Business assistance
 - Targetted Neighborhood assistance
 - Public facilities and improvements
 - Streetscape improvements
 - Open Space improvements
 - Land/building reuse
 - Human resource investment (public services)

Housing Needs

- Expanding Housing Options
- Increased residential stability in face of foreclosures
- Housing development strategies for a weak market that include market rate housing

Housing Objectives

- Home ownership
- Rental housing development
- Existing owner-occupied housing rehabilitation
- Lead Paint Abatement

- Funding Categories to meet objectives
 - Assistance to Developers
 - CHDO funding
 - Rehabilitation Grants to owner-occupants
 - Down payment/closing cost assistance
 - Lead Abatement Grants and Loans

2.2 Resources

2.2.1 Entitlement Funds

In order to address the needs discussed in the Consolidated Plan, the City of Lawrence received \$3,010,945 of HUD Community Development \$59,948 in program income and \$1,954,822 in unexpended funds from prior years. All of these funds were programmed under the City's 2010-2011 One-Year Action Plan, developed by the Department and approved by HUD.

Table 1 consolidates Federal Resources and Expenditures for the Program Year. It also computes the City's expenditure rate for these funds. Essentially, this figure indicates that of all the HUD-controlled resources coming into the City, 79% were expended over the program year up from 40% the expenditure rate in the previous program year. Timely expenditure of funds to move projects forward continues to be a priority for the department.

Table 1: Resources & Expenditures for Community Development FY10-11

FEDERAL RESOURCES					
Funding	CDBG	HOME	ADDI	ESG	Total
FY 2010-11 Entitlement	\$1,898,297	\$1,112,648	\$ -	\$ -	\$3,010,945
Program Income Received	\$ 48,791	\$ 11,157	\$ -	\$ -	\$59,948
Unexpended Prior Year Funds	\$ 850,132	\$1,104,690	\$ -	\$ -	\$1,954,822
Total Resources by Funding Source	\$2,797,220	\$2,228,495	\$ -	\$ -	\$5,025,715
FEDERAL EXPENDITURES					
Expenditure	CDBG	HOME	ADDI	ESG	Total
FY2010-11 Current Year Projects	\$1,549,053	\$ 597,194	\$ -	\$ -	\$2,146,247
Prior Year Projects	\$ 342,556	\$1,501,885	\$ -	\$ -	\$1,844,441
Total Expenditure by Funding Source	\$1,891,609	\$2,099,079	\$ -	\$ -	\$3,990,688
EXPENDITURE RATE					
(Expenditure Rate = Total Expenditure/FY10-11 Entitlement + Program Income)					
Expenditure Rate	68%	94%	0%	0%	79%

2.2.2 Program Income

As discussed above and shown in Table 1, the department received \$59,948 in program income during the program year. These funds represent money generated by community development activities that are pledged to remain within the program by being recycled to benefit additional low- and moderate-income people and neighborhoods. The exact source of these funds is further specified in Table 2 on the following page. As Table 2 shows, these funds typically come from the repayment of loans made in prior years, either through the

small business revolving loan fund or one of the CDBG- and HOME-funded assistance programs for low- and moderate-income homeowners and home-buyers. Concerning the latter two programs, this program income is essential for the ongoing success of the program, especially given a recent history of level funding. By recycling funds through revolving loan programs and recapturing down-payment and rehab assistance, some of these activities can be made self-sustaining over time (although for some programs, such as the lead abatement or storefront improvement grants, attempting to do so may frustrate other worthy community goals). Nonetheless, the department is evaluating possibilities to increase or recapture program income wherever possible.

Table 2: Program Income

PROJECT NAME	FY11 REVENUE
CDBG	
SBRLF (RL)	\$28,959.04
HIP LOAN PAYOFF	\$13,932.00
CDBG REAHB LOAN PAYOFF FEES	\$5,900.00
	\$460.00
TOTAL CDBG	\$49,251.04
HOME	
NON-DEFERRED HOME REHAB	\$11,157.36
TOTAL HOME	\$11,157.36
TOTAL	\$60,408.40

* These fees are not considered program income in IDIS and are therefore not included in the Program Income totals in Table 1: Federal Resources and Expenditures. These are recording fees from the Registry of Deeds for CDBG-assisted projects.

Table 2a: Uses of Program Income

IDIS ACTIVITY #	DESCRIPTION	AMOUNT OF DRAW	TYPE
2084	CDBG Administration	\$61,982.35	CDBG PI
2120	Rehabilitation	\$10,450.00	CDBG PI
2116	Rehab project delivery	\$ 5,744.81	HOME PI
2117	FTHB project delivery	\$13,798.69	HOME PI
2123	FTHB	\$ 4,047.34	HOME PI
	Subtotal	\$96,023.19	

2.2.3 Interest Income (not program income)

In addition to the amounts stated above the City earned \$1,721.22 under the CDBG Program (Table 3). In accordance with grant regulations those amounts were returned to the Department of Housing and Urban Development. This interest is not included in the public service or administrative cap calculations.

Table 3: FY11 Interest Income (not program income)

Program	Amount Earned & Returned
Small Business Loan Program	\$1,721.22
Total Returned	\$1,721.22

2.2.4 Additional Funds / Leveraging Resources

The City of Lawrence actively seeks opportunities to use CDBG and HOME funds to leverage grant funds and other resources from a wide range of public and private sources. Over the last few years the department has applied for nearly \$24 million in grant funds to address the needs identified in the Consolidated Plan, with \$8 million awarded and another \$7.7 million pending final decision of awards. The city applied for and successfully administered a CDBG-R grant. The city also applied for and received a \$2.7 million dollar grant for the Spicket River Greenway. The increased submission of external grant applications also speaks further to the increased capacity of the department and its ability to effectively solicit and manage significant grants from multiple sources.

These grants allow us to make significant progress in a number of areas the City would not be able to adequately address by its own means, most notably in terms of exceptional lead abatement throughout the city, and infrastructure improvements such as the Oxford Park, Union Crossing and the North Canal Bridge, The Spicket River Greenway, The Merrimack Street Riverwalk project and the InTown Mall site remediation and reclamation that is paving the way for \$20 million in private investment by Northern Essex Community College for expansion in the downtown area. **In addition, as part of these infrastructure projects and thanks to an EPA Brownfield Assessment Grant the city leveraged approximately \$64,000,000 of additional money and created 214 new jobs**

Table 4 shows the extent to which the department seeks to secure additional funding to meet the City's needs.

Table 4: *Leveraged Resources for Community Development*

Program	Grant Source	Description/purpose	Amount Requested	Status/Approved
MHTF/CommDev	NIOSH	Fall Prevention	\$15,000	\$15,000
CDAG II	DHCD	Island Street Improvements	\$2,000,000	\$2,000,000
PARC	EOEEA	Howard Playstead design and construction	\$ 480,465	\$480,465
PARC	EOEEA	Community Gardens design and construction	\$424,920	\$424,920
CDBG-R	HUD	Demolition of Truell Building, Essex St. parking Lots and Senior Center Renovations	\$464,372	\$464,372
HPRP	HUD	Homelessness Prevention and Rapid Re-housing	\$710,503	\$710,503
MORE Jobs	DHCD	Union Crossing	\$1,355,090	\$1,355,090
Gateway City Parks	EOEEA	Spicket River Greenway	\$2,670,000	\$2,670,000
Land and Water Conservation Fund	EOEEA	North Common Renovations	\$300,000	\$300,000
McKinney Vento	HUD	Homeless Programs	\$674,118	\$674,118
Comm. Dev.	DCS(state)	Recreational Trails	\$50,000	\$45,871
MHTF/CommDev	NIH	MassCONNECT4Kids	\$61,458	\$61,458
MHTF/CommDev	CDC/CEED	Reach 2011 Latino Health Project	\$14,000	\$14,000
Neighborhood Stabilization Program	DHCD	Acquisition and Redevelopment of Foreclosed Properties	\$3,500,000	\$1,876,000
		TOTAL	\$ 10,259,686	\$8,631,557

In addition to grants, the department has sought other forms of leveraged investment, including the following:

- **Housing Development:** Nearly every housing project funded by the City also received assistance from the State and Federal governments, typically in the form of DHCD HOME funds, DHCD-allocated tax credits, MHIC financing, and other financing programs. The availability of TCAP funding during Program Year 1 created a surge in housing development activity. A majority of the housing developments broke loose from a financial holding status and advanced in the construction financing phase or closed during the program year.

- Tax Increment Finance Incentives: Under the provisions of state law, the City can recommend properties for tax-incentive financing under the Tax Increment Finance program. Over the program year the City approved two projects under this program, leveraging other private investment, for job retention and job creation. **ADD JSB as an example**
- First-Time Home-Buyer Investment: Under the City’s Down-Payment Assistance Program, eighteen families were assisted with \$123,250 in HOME funds, an increase of five households from the previous program year. Each family purchased a home with MassHousing Partnership (MHP) or FHA financing.
- MIT@Lawrence Partnership: Over the course of the year the City, Lawrence CommunityWorks, Groundwork Lawrence, Bread & Roses Housing, and other community groups continued a partnership with students, professors, and researchers at the Massachusetts Institute of Technology (MIT) known as “MIT@Lawrence.” The goal of this ongoing project, led by Assistant Professor Lorlene Hoyt, is to direct research and service learning activities to the City of Lawrence, working closely with local nonprofits and the Planning and Community Development departments. During the program year, MIT graduate students released and a very useful practicum report entitled TAKING BACK LAWRENCE: Cleaning and Transforming the Canals and Alleyways.

2.3 Using Resources to Address Needs

Each of the major sections below begins with an assessment of progress made toward meeting the needs identified in the Consolidated Plan and how resources were used to address these needs. Additional detail is given in the detailed Fund Balance Reports (Appendix E) and Community Development Priority Needs Summary (Appendix F).

3 Program Administration

The following sections discuss the City’s overall administration of the Community Development Block Grant, HOME Investment Partnership, and other HUD-funded community development activities. Rather than concentrating on outcomes, this section describes the policies and procedures followed in implementing the program to ensure compliance with HUD regulations

3.1 Managing the Process

The lead agency for the development of the Consolidated Plan and the implementation of Community Development Block Grant, HOME and other programs is the Community Development Department. The CD Director reports to the Mayor, who is elected in a City-wide election every four years. The Department is involved in the community with such agencies as the Greater Lawrence Community Action Council, Lawrence Housing Authority, Groundwork Lawrence, Lawrence CommunityWorks, the Greater Lawrence YMCA and YWCA, Youthbuild Lawrence, the Boys & Girls Club of Lawrence and many others. Through ongoing involvement with organizations concerned with community issues and

activities, the staff of the Community Development stays aware of the full spectrum of housing and community development needs. Staff members meet regularly with nonprofit community partners and attend community meetings to discuss ongoing projects, evaluate past efforts, and plans for new initiatives and opportunities.

Along with CDD staff, the Mayor and his staff, members of the Lawrence City Council, members of the Community Development Advisory Board were involved throughout the year in public meetings and hearings concerning community development activities.

3.2 Institutional Structure

The department continues to operate under the recommended restructuring that was implemented in 2006. Although the department lost some key project officer positions over the past 2 years as a result of budget limitations work was reassigned within the department with little disruption in project administration. During the program year, the department met the challenges which presented themselves.

3.3 Monitoring

The department has established policies and procedures for monitoring subrecipients of CDBG funding in accordance with federal monitoring requirements. These are outlined for staff in the department's "Subrecipient Monitoring Workbook," and reviewed by all staff managing subrecipient agreements. All new project managers also completed the CDBG Basics training and certification and have a clear understanding of the procedures outlined in the Subrecipient Monitoring Workbook. A project manager is assigned to each subrecipient and a monitoring schedule established at the beginning of the program year. Each project manager conducts a minimum of one monitoring visit and one site visit for each project to ensure that the subrecipient was in compliance with all regulations governing their administrative, financial and programmatic operations and achieving their performance objectives within the schedule and budget all as set forth in their subrecipient agreement. Records of these visits are kept in the subrecipient's file in the department, and managers review these internal project files from time to time to ensure that all project files are complete and up to date.

In FY11, the City awarded subrecipient contracts to XX public service projects and XX public facilities projects. Each subrecipient is required to attend a mandatory finance training to ensure proper documentation of program activities and requests for drawdown of funds. This training takes place in June each year, prior to the execution of the subrecipient agreements. HUD required Performance Measures have been instituted on all projects. The projected vs. actual outcomes are discussed further in Section 6 Community Development.

3.4 Recommended Changes: Program Administration

As part of this CAPER, HUD asks the department to describe ways in which we would change the program as a result of this assessment. Internal recommendations are made by managers in consultation with staff, subrecipients and other stakeholders. The

recommendations made in last year's CAPER for Program Year 1 are listed below, with details on how CDD staff was able to address those recommendations.

3.5.1 FY10 CAPER recommendations and actions taken during the next program year:

3.5.2 Effort to Address FY 10 Recommendations

Continue to define and prioritize projects for staff.

The continuing distressed condition of the economy has caused a reduction in available working hours and human resources available to the department. These economic conditions are expected to persist and will require an even greater level of attention by the department staff over the new few years to insure efficient and cost effective prioritization of projects and continuing attention to marshalling and leveraging of resources. The approach has achieved some notable successes as set forth in more detail in Section 7 – Economic development. The department is mindful that this will require ongoing attention to focus on the highest priorities.

3.5.3 FY11-12 Recommended Changes:

Continue to define and prioritize projects for staff and focus on prioritization of projects, creation of additional collaborative efforts and marshalling and leveraging of resources.

3.5.3 FY10 -11 Recommended Changes:

Continue to define and prioritize projects for staff.

The continuing distressed condition of the economy has caused a reduction in available working hours and human resources available to the department. These economic conditions are expected to persist and will require an even greater level of attention by the department staff over the new few years

4 HOUSING

4.1 Assessment of Progress: Housing

The department made significant strides in its goal to foster and maintain decent affordable housing in the last program year as identified in the City's Housing Needs Analysis. In the previous program year, a number of housing projects came to completion, significantly furthering our objectives in the area of decent affordable housing - \$883,686 in HOME and \$659,035 Lead Based Paint Hazard Control Grant funds were invested to assist 89 units of housing owned or rented by low- or moderate-income households including 21 housing rehabilitation projects (totaling 36 units). While objectives to assist 50 households with Lead Based Paint Hazard Control Grant funds were exceeded in the last program year, the goal to complete 50 units under the Housing Rehabilitation Program fell short. This is due to the City's aged housing stock. Some units can be addressed with Lead Based Paint Hazard Control Grant funds because of the omnipresent lead toxins.

Table 5: HOME-Assisted Units Completed (IDIS), by Household Income, 2010-2011

Type of Housing Completed in FY10	Number of Households 0-30% AMI	Number of Households 31-50% AMI	Number of Households 51-60% AMI	Number of Households 61-80% AMI	Total 0-60% AMI	Total 0-80% AMI	Reported as vacant to date at end of FY10
First Time Homebuyers	1	6	6	15	13	28	0
Existing homeowners	0	2	2	6	4	10	0
Total # units	1	8	8	21	17	38	0

This table includes prior year projects entered into IDIS as completed this year.

4.2 Affordable Housing Development

Over the 2010-2011 program year the Department advanced and supported the development of affordable housing with financing from HOME funds and other Department grant funding including Neighborhood Stabilization Program and Lead Based Paint Hazard Control.

Table 6: *Housing Development Projects, 2010-2011*

Program Year 2010-2011 Housing Development							
Project Name	FY11 Investment	Total Development Cost	Total CD Investment	Leveraged Funds	Subsidized Units/Total	Unit Type	Project Status
17-19 Beacon Street (Bread and Roses Housing)	\$0	\$322,000	\$188,000	\$134,000	2/2	Owner	Construction started and completed. This project also includes an investment of NSP funds in the amount of \$128,000
66-70 Hancock Street (Bread and Roses Housing)	\$0	\$322,000	\$188,000	\$134,000	2/2	Owner	Construction started and completed. This project also includes an investment of NSP funds in the amount of \$128,000
219-225 Park Street (Bread and Roses Housing)	\$0	\$322,000	\$188,000	\$134,000	2/2	Owner	Construction of homeownership units completed in July 2010. This project also includes an investment of NSP funds in the amount of \$128,000.
119, 121 Garden and 67-69 Newbury Street (Lawrence CommunityWorks)	\$0	\$1,904,063	\$664,000	\$1,240,063	8/8	Rental	Rehabilitation of REO foreclosed property commenced in May 2010 is expected to be completed in Dec. 2010. This project also received \$64,000 in Lead Based Paint Hazard Control Grant Funds.
Scarito Homes (Lawrence Community Works)	\$0	\$3,170,162	\$800,000	\$2,370,162	10/10	Owner	The final unit in this CHDO condo development was sold allowing us to finally close out this project.
American Woolen Mills (Jupiter IV)	\$0	\$5,298,832	\$280,000	\$5,018,832	41/42	Rental	The Rehabilitation and Lead Abatement has been completed. Rental lease-up and project closeout will be completed in Program Yr 12.
50 Island Street (Lawrence CommunityWorks)	\$0	\$28,689,078	\$930,000	\$27,759,078	18/60	Rental	A closing for the rental phase of the project took place on July 23, 2010. Development began in August 2010 and was 80% complete at close of Program Yr.
Saunders School (EA Fish Co.)	\$0	\$5,031,939	\$1,088,523	\$3,943,416	16/16	Rental	A construction closing was executed on August 25, 2010 and construction was completed in Spring 2011. This project received HOME, NSP (\$850,000) and McKinney-Vento (\$88,523) funding.
Sacred Heart (Beacon Communities)	\$0	\$22,466,400	\$300,000	\$22,166,400	6/44	Rental	The project had been under construction since its closing in December 2009 and was completed in the program yr.
Heritage Common (The Community Builders)	\$0	\$33,714,542	\$100,000	\$33,614,542	2/140	Rental	This project closed on the construction financing in June 2010. The renovation of the 140- unit mixed income project was completed in the program yr.
TOTALS	\$0	\$101,241,016	\$4,826,523	\$96,514,493	107/326	4 Owner Projects 6 Rental Projects	

4.3 Housing Rehabilitation

The Housing Rehabilitation program incorporates a holistic approach to assisting low-and moderate-income individuals to sustain homeownership through funding of eligible rehab activities including as a component of lead based paint hazard stabilization. All properties participating in the Housing Rehabilitation program are receiving assistance because violations of basic housing quality standards had been identified through an HQS inspection. As a result of their participation in the Housing Rehabilitation Program, all of these properties are brought into compliance. Fourteen projects were undertaken in this program year. These projects as shown in Table 7 below included 7 Owner occupied units and 7 rental units which were made affordable, code compliant and sustainable.

Table 7 – Projects completed in FY 2011

IDIS Activity #	REHAB	% Median	Hispanic	Race	Size	Type	Lead Funds	CDBG Funds	HOME Funds	Rental Units	Status
2082	REHAB	50-60%	Y	Multi-Racial	3	Related parent	\$32,000	\$10,000		2	Completed
2120	REHAB	60-80%	N	White	3	Single		\$10,450		2	Completed
2124	REHAB	60-80%	Y	Multi-Racial	2	Related parent		\$7,500		1	Completed
2125	REHAB	50-60%	Y	Multi-Racial	1	Single parent			\$8,000		Completed
2126	REHAB	60-80%	Y	Multi-Racial	1	Related parent		\$6,500			Completed
2130	REHAB	60-80%	Y	Multi-Racial	2	Related parent			\$11,000	1	Completed
2142	REHAB	60-80%	N	White	2	Single parent		\$9,600		1	Completed

4.4 Lead-based Paint

The Lead Hazard Control Grant Program commenced on November 1, 2007 and ended October 31, 2010. The City of Lawrence was awarded a new Lead Hazard Control Grant in conjunction with a Healthy Homes Grant in the amount of \$3.1 million to continue the efforts of making housing units lead safe. The Lead Hazard Control Program continues to be one of our most efficient and effective programs, achieving benchmarks ahead of schedule since its inception. Within FY2011 the Lead Based Paint Hazard Control Grant Program completed a total of 27 lead safe units. In addition, every project undertaken through the Lead Program involves some degree of minimal housing rehabilitation. Corrective action requiring more than “minimal rehab” must receive CDBG or HOME loans to provide a solution. As is the case with the Housing Rehabilitation Program, the Lead Program has always resulted in the participating property achieving compliance with HQS as well as full compliance with the state and federal lead laws.

The lead program continues to work closely with the Housing Rehabilitation Program to improve the health of families and quality of housing. Homeowners can receive lead grants as well as HOME or CDBG funded loans through the lead/rehab program to supplement lead hazard control work and/or rehab.

Monitoring inspections are performed for all properties that receive assistance through the Housing Rehabilitation program and/or the Lead Hazard Control Grant Program. The field staff makes site visits to assure compliance with the various programs that provided funding. If infractions are found during these monitoring inspections, corrective action is taken to bring each property into compliance. The staff provides technical assistance throughout the process to keep property owners informed and aware of all requirements and expectations. In most cases compliance is achieved within a few weeks. All violations identified through the monitoring process have been corrected.

The results of HQS inspections completed on assisted units are in the following table.

Table 7a: Results of FY11 HQS Monitoring Inspections

	Total Inspected	Total Pass	Total Fail	% Pass
Results	146	146	0	100%

**Lead/Housing Rehabilitation Program – Monitoring
Units Inspected from July 1, 2010 thru June 30, 2011:**

262-264 Prospect St	3
42 Chelmsford St	1
222-224 Park St	3
12 Birch St	2
28-30 Boxford St	3
62-64 May St	2
22A Camden St	1
6-8 Falmouth St	2
23-23 1/2 Summer St	7
103 Everett St	1
66-68 Shattuck St	3
43-45 May St	3
1-7 Lea St	4
12 Orchard St	1
121 Prospect St	1
12 Beaconsfield St	1
26 South St	1
75 Berkeley St	2
287-289 Lawrence St	3
14 Warren St	1
67 Pleasant St	2
8 Bunkerhill St	1
12 Logan St	2
18 May St	2
5 Allston St	1
32 Woodland St	1
324-326 So Union St	2
130 Abbott St	3
451-453 So Broadway St	2
10-12 Pearl St	3
40-42 Olive Ave	3
1055 Essex St	1
185-187 Bailey St	3
7 East Platt St	1
20 Hampton St	1
64-66 Elm St	2
7-9 Keighley Ct	4
41 Warren St	1
549 Haverhill St	2

39 Warren St	1
11-13 Saxonia St	3
211A-219 Farnham St	11
8 Rollins St	2
114 E Haverhill St	2
33 State St	1
192 Prospect St	1
221-223 E Haverhill St	3
41 Nesmith St	1
54-56 Floral St	4
23-25 Bowdoin St	3
121 Prospect St	1
50 E Haverhill St	2
44-46 Chester St	4
39 Hamlet St	1
172 Prospect St	1
37-39 Willow St	3
61 Eutaw St	1
46 Mann St	1
30-30A Salem St	2
4 Grove St	2
5-7 Fitz St	3
36 Morton St	2
1110 Essex St	1
612-614 Andover St	2
15-17 Erving Ave	3
21-23 Brookfield St	3
	146

4.5 First Time Homebuyer Program

The First Time Homebuyer Program funded by City HOME funds, offers down payment and closing cost assistance to low and moderate income homebuyers.

During the 2010-2011 program year, the FTHB program awarded a total of \$110,000 of HOME funds, assisting eleven low and moderate –income families purchasing homes in Lawrence. This investment leveraged over \$2 million from local banks servicing the Lawrence community and over \$40,000 in homebuyer contributions.

The FTHB program data shows that:

- Two first time homebuyers relocated into the City of Lawrence
- 36% of the buyers relocated into the Prospect Hill neighborhood
- 55% of the homebuyers purchased single residential property.
- The average sales price was \$166,475
- Six out of eleven homebuyers used a Massachusetts Housing Partnership Soft Second loan

The Homeownership Project Officer worked closely with local housing counseling agencies, local realtors and lenders to promote the FTHB program. The program was marketed through print media in the local English and Spanish newspapers, and bulk electronic emails distributions of the FTHB program brochure.

The FTHB program partners with local CDC's homeownership centers and Individual Development Account programs that offers homeownership counseling and education, credit and debt repair, and financial literacy training.

To become eligible for down payment assistance, participants must:

- Be a First Time homebuyer
- Complete a CHAPA approved 10-hour homebuyer educational course
- Contribute 1.5% of the purchase price in down payment
- Meet the HUD income limit
- Have a passing Housing Quality Inspection

NSP Homebuyer Program:

The Homebuyer Assistance Program offers households with moderate to middle income with financial assistance in purchasing a foreclosed property. Year to date, nine eligible homebuyers received down payment assistance in purchasing a foreclosed home and some moderate housing rehabilitation services to bring the substandard housing unit into compliance.

In spite of all the foreclosures affecting the City, there was a high interest of homebuyers looking to purchase foreclosed properties. The City partnered with National Community Stabilization Trust, a national nonprofit organization in acquiring foreclosed and abandoned properties from financial institutions.

In the Fiscal year 2011, the City assisted four homebuyers find and purchase a foreclosed property in Lawrence. The properties were mostly located in the Tower Hill and Mt. Vernon Neighborhood and purchased with a minimum of a 1% discount.

NSP Program data shows:

- A purchase price ranging from \$130,000 to \$154,000
- The City leverage a total of \$531,283 in mortgages from local banks within the community

- Three homebuyers relocated into the City of Lawrence

Table 8: FTHB NUMBER AND TYPE OF FAMILIES SERVED

<i>IDIS#</i>	<i>Amount HOME Funds</i>	<i>% Median</i>	<i>Hispanic</i>	<i>Race</i>	<i>Size</i>	<i>Household Type</i>	<i>Owner Units</i>	<i>Rental Units</i>	<i>Status</i>
2119	\$10,000.00	50+ to 60%	yes	Other Multi Racial	1	Single , Non Elderly	1	1	COMPLETE
2123	\$10,000.00	60+ to 80%	yes	Other Multi Racial	3	Other	1	0	COMPLETE
2127	\$10,000.00	60+ to 80%	yes	Other Multi Racial	4	Two Parents	1	1	COMPLETE
2128	\$10,000.00	50+ to 60%	yes	Other Multi Racial	1	Single , non elderly	1	0	COMPLETE
2129	\$10,000.00	30+ to 50%	yes	Other Multi Racial	4	Single Parent	1	0	COMPLETE
2131	\$10,000.00	60+ to 80%	yes	Other Multi Racial	1	Single , non elderly	1	3	COMPLETE
2133	\$10,000.00	60+ to 80%	yes	Other Multi Racial	4	Single Parent	1	0	COMPLETE
2135	\$10,000.00	50+ to 60%	yes	Other Multi Racial	2	Single Parent	1	0	COMPLETE
2138	\$10,000.00	50+ to 60%	yes	Other Multi Racial	5	Two Parents	1	2	COMPLETE
2141	\$10,000.00	60+ to 80%	yes	Other Multi Racial	5	Single Parent	1	0	COMPLETE
2152	\$10,000.00	60+ to 80%	yes	Other Multi Racial	3	Single Parent	1	Single Parent	COMPLETE

4.6 Energy Star Performance Tracking

A number of homeownership projects meeting Energy Star Performance Standards are in the pipeline through Bread and Roses Housing, Inc. The Energy Star Performance Standard is an integral part of the construction design and implementation of the homeownership units. Six energy star rated units will be made available to first time homebuyers through the purchase of the following units: 219-225 Park Street, 66-70 Hancock Street and 17-19 Beacon Street.

Table 9: *FY11 Energy Star Performance*

Completed Units			Total Energy Star Qualified
Total Units	Energy Star Units	% Energy Star	
6	6	100%	0

4.7 Housing for Persons with Disabilities

The City has not targeted funding to housing for persons with disabilities per se, although all large projects include accessible units as required by State and Federal law, the subsidy program, and the City’s review concerning affordability. For example, the Heritage Common project includes three Section 504 compliant accessible rental units and the renovation of the Heritage Common units includes the upgrade of the seven handicapped accessible units as well as the improvement of common areas to meet ADA/Section 504 standards. Providing affordable, accessible and sustainable housing for persons with disabilities remains a high priority for the City and the Housing Division.

4.8 Response to Foreclosure Crisis

The City successfully competed for Neighborhood Stabilization Program (NSP) funds through the Department of Housing and Community Development (DHCD) during the last program year. An initial award of \$1.2 million was granted to the City in July 2009 and through effective management of the grant, and additional \$662,000 award was received by the end of the program year. The City’s \$1,862,000 NSP grant program focused on three models that could induce stabilization in any of the 55 eligible Census Block Groups identified by DHCD and more importantly stave off the effects of foreclosure by making resources available to encourage sustainable homeownership.

Over twenty percent of the grant was allocated to the homeownership model. Resources were made available to homeowner's in the form of a \$14,000 down payment and closing cost assistance subsidy to aid with the purchase of a single family, vacant and foreclosed residential property. A partnership with the Massachusetts Housing Partnership (MHP) allowed eligible homeowners to benefit from an affordable mortgage through the soft-second loan program. In addition to a reduced monthly mortgage payment, a subsidy for moderate housing rehabilitation activities helped reverse the neighborhood blight effect created by foreclosures by bringing substandard housing units into compliance with Article II of the Massachusetts Sanitary Code and making them more energy efficient by employing Energy Star building performance standards. The chart below illustrates the results realized with NSP funding:

Activity	Milestone	NSP Investment
DP Assisted Household	5	\$70,000
Household MHP Assisted	2 of 5	\$109,250 MHP Rehab Subsidy
Households with Rehab Subsidy	3 of 5	\$108,200
Total Units	7	\$178,200 ¹
Homebuyer Pipeline	8	\$112,000

4.9 Recommended Changes: Housing

The CD department recommended a number of changes noted in last year's CAPER that the department sought to address in this program year.

- *Develop a full-scale Housing Rehab Program.*
Plans to expand our HOME/CDBG rehab program were jump started with a TA visit from Dennison and Associates. The TA provided a program outline that included marketing and programming to accommodate a full scale Housing Rehabilitation Program. Marketing plans are being finalized and the program will be marketed separately from the Lead Based Paint Hazard Control Program.
- *Sustainable Homeownership.*
The First-Time Homebuyer Program realizes the need for sustainable homeownership. The goal will be realized through additional training. Closing documents and loan agreements have been revised to stipulate the completion of a post-purchase course within one year of the home purchase.

¹ The total reflected includes down payment assistance and the housing rehabilitation subsidy. An average investment of \$25,457 per unit was necessary to bring the foreclosed unit back to productive use and in compliance with the Massachusetts Sanitary Code.

- *Emphasize program income.* We continue to review all programs to determine how funds can be allocated so that we may increase our program income, while still also meeting the needs of our community.

4.9.1 Recommended Changes for FY12 Program Year: Housing

In addition to continuing to develop and improve upon last year's goals, the following are suggested:

- *Market the Housing Rehabilitation Program*
The HOME/CDBG rehabilitation program will be marketed separately from the Lead Based Paint Hazard Control Grant Program and staff will be trained in program policy and procedure to better identify opportunities to conduct housing rehabilitation where the Lead Safe Housing Rule does not apply.

5 Homelessness

5.1 Assessment of Progress: Homelessness

The Homeless Needs Table completed by the City as part of its five-year Consolidated Plan describes both housing and non-housing related needs of the City's homeless population. As such, it provides a good benchmark to measure progress and determine priorities on a yearly basis, in both the Action Plan (thinking ahead) and CAPER (reviewing the past) phases of the community development program cycle.

Obstacles to meeting these priority needs and specific objectives lie in the high cost of housing, both for homebuyers and renters in the state, as well as limited funding to address the goals. In order to overcome these obstacles, the City is coordinating efforts with community partners to assist in identifying and applying for funding beyond the McKinney-Vento funding.

5.2 Transitioning to Permanent Housing

The complete renovation of the American Woolen Mills project has now been completed. Fourteen of the 41 townhouse rental units have been designated for transitional housing under a "scattered site" shelter model. The owner is working with the Department of Transitional Assistance and Emmaus, Inc. to begin to occupy them with homeless families. In addition, the Continuum of Care included the Saunders School Project in the 2009 McKinney-Vento Grant application and received an award of \$88,523 for this project as part of the Permanent Housing Bonus. The Saunders School Apartments will provide a total of 16 units of permanent supportive housing for homeless families in a former neighborhood elementary school.

During the Program Year the City of Lawrence participated in the *Merrimack Valley Regional Network to End Homelessness*. The network received a grant from the Commonwealth of Massachusetts in the amount of \$756,767. The Community Development Director serves on the Leadership Council, and the Housing Manager and Manager of Financial and Administrative Services have participated in creation and operation of the network. The Network will provide case management and rental/flexible assistance with planned outcomes of 40 individuals and 80 families remaining in permanent housing

5.3 Continuum of Care & Federal Resources

The department chairs a “Continuum of Care” partnership with all major homeless providers in the City. Created in 1994, the Continuum is charged with coordinating services and funding priorities around homelessness and has the ultimate responsibility of preparing the City’s Ten Year Plan to End Chronic Homelessness. The Continuum also prepares and submits a combined application for funding for homeless services (“McKinney-Vento” funds) made available through HUD’s “SuperNOFA” process.

Although the Continuum of Care has several encompassing goals it works specifically to end chronic homelessness and create permanent housing solutions. Funding authorized by the McKinney-Vento Homeless Assistance Act provides key financial support for these and other developments. The City of Lawrence works with more than 50 non-profits, social service agencies, housing developers, and faith-based groups throughout the year to implement a Continuum of Care strategy to address homelessness in Lawrence. While some of the McKinney monies flow through the City, most of the Continuum of Care funding goes directly to the non-profits that apply.

For the 2010-2011 program year funds totaling \$674,118 were awarded to nine programs, as shown in table 9.

Table 10: *Continuum of Care Funds*

Project	Funds	SHP Type
YWCA Fina House	\$ 20,895	PH
YWCA OASIS	\$187,950	TH
Psychological Center Homes for Veterans	\$147,873	PH
Psychological Center Home at Last	\$ 88,470	PH
YMCA Supportive Occupant Services	\$ 80,665	PH
Emmaus / Bethel	\$ 67,542	TH
Neighborhood Legal Services	\$ 14,962	SHP
Lawrence HMIS	\$ 12,416	HMIS
Lawrence HMIS II	\$ 53,345	HMIS
Total	\$674,118	

Moving forward, the Continuum partners and the City have established ending homelessness as a high priority. Lawrence's top priority of developing new permanent housing, facilitating a shift from transitional to permanent housing and providing economic opportunities for homeless families and individuals supports this goal. Progress towards these goals is discussed below.

- To ensure both long term success at moving people from Transitional Housing(TH) to Permanent Housing(PH), the COC recognizes that barriers in the housing market must be removed. These barriers include: lack of affordable housing; fear by private landlords to rent to homeless persons; and lack of services to maintain individuals in their homes. To address these barriers the COC will work to increase access to affordable housing. The COC will work with the Lawrence Housing Authority (LHA) to adopt a preference for homeless persons coming from TH programs. Moreover, the COC will launch an aggressive education campaign to private landlords to educate them that people graduating from TH have a proven track record, can demonstrate that they are good tenants, and have links to the community and supports to be successful in housing. Finally the COC will work to expand community based services so that some people leaving TH will feel safe going into PH knowing that they will have the necessary support system to be successful.
- The COC has worked hard to increase the number of employed at exit . The CoC will encourage each agency to have employment as a component of all appropriate Individual Service Plans (ISPs) and will monitor projects to see if they have included this element in their ISPs. The CoC will continue to create linkages to mainstream employment training and support programs. The CoC will have a monthly HMIS report on progress toward this goal at each COC meeting. By checking monthly, the CoC will be able to intervene quickly to address any reduction in the number of persons obtaining employment.
- The CoC will work with the Merrimack Valley Regional Network to End Homelessness to focus available resources to address the immediate needs of homeless families. The CoC will look to identify rental assistance resource that can immediately provide homeless families with the financial support needed to find scattered site housing in the community. The long term plan to reduce family homelessness involves the creation of broad based affordable housing options. One specific initiative is the Saunders School Permanent Housing program for homeless families. Since the lack of affordable housing is the primary barrier to getting and staying out of homelessness, the COC will work to ensure that affordable housing resources are allocated in a way that will ensure a viable pipeline of units that are affordable to low income families. The COC will seek priority points in the state's Qualified Allocation Plan for the distribution of LIHTCs to projects that will serve homeless families. The COC will work with the LHA to prioritize homeless families for Housing Choice Vouchers and public housing units. The COC will also work with the LHA to apply for any new housing resources that are made available.

5.4 Specific Homeless Prevention Elements

The City has established a number of preventative measures to decrease the number of individuals and families that fall into homelessness. The Neighborhood Legal Services and Merrimack Valley Legal Services merged in 2006 to provide free comprehensive legal services to low-income residents. The Greater Lawrence Community Action Council

operates a Fuel Assistance and Weatherization Program to assist low-income individuals and families in paying utility bills to prevent eviction. Multiple non-profit organizations in Lawrence such as the Point After Club and Lawrence Veterans Service Office provided supportive services to the mentally-ill and the veteran population to prevent these sub-populations from slipping into a homeless status.

The Merrimack Workforce Investment Board, ValleyWorks, and Greater Lawrence Community Action Council provided education, training, and assistance to residents of the city. Many of the organizations providing housing advocacy also provide rent/mortgage assistance.

Additionally, the City of Lawrence has a “discharge planning policy” in order to effectively manage those individuals that are released from correctional facilities, social service agencies, and medical facilities. The Department of Social Service Lawrence Area Director is committed to assisting older adolescents and young adults in the transition into independence and self-sufficiency. The Department of Social Services offers financial assistance for first and last months rent to eligible youth.

The Commonwealth of Massachusetts upholds a “Zero Tolerance Policy” for the discharges of psychiatric patients to homelessness. Both public and private hospitals are held accountable for securing housing opportunities for the patients that are being discharged. It is mandated that the Lawrence Continuum comply with these standards of care.

Local medical facilities work with a shelter case manager to obtain bed space for those discharged patients that are in need of housing. These patients also receive an aftercare plan. Prisoners set to be discharged within six months will begin their re-entry process guided by an advocate. This re-entry process includes securing housing.

Finally, HousingWorks greatly helps to facilitate the discharge plan. HousingWorks advocates are able to generate applications to all open and eligible housing options prior to the individual’s discharge. HousingWorks links advocates to potential private landlords and permanent sober housing providing a viable option for teens, ex-offenders, or elderly.

6 Community Development

6.1 Assessment of Progress: Community Development

The City’s non-housing priority needs fall into two categories: 1) creating a suitable living environment and 2) creating economic opportunities for low- and moderate-income residents. This includes job creation, retention and support for new and emerging community based businesses and attracting new businesses to establish operations in Lawrence and promoting a “buy local” atmosphere. The remainder of this section outlines progress toward the City’s

“suitable living environment” goals. Activities undertaken to address the latter are discussed in the section on Economic Development (see Section 7);

“Living environment” has been broadly defined by the department to include not only the traditional urban planning tasks such as redevelopment of Brownfields and vacant lots, streetscape improvements, and the creation of neighborhood parks, but also the less-tangible (but equally important) things that make up our daily living environment: health and safety, artistic expression, the aesthetics of our neighborhoods, quality recreational options, vitality of community networks, educational opportunities, and civic participation.

The Community Development Priority Needs Summary (see Appendix F) shows funding for the CDBG-authorized activities related to creating a suitable living environment; Table 11a and Table 11b on the next page list the Community Development Projects included in the City’s One-Year Action Plan.

No changes or deviations have been made to Program Objectives outlined in the Consolidated Plan. All projects benefited low- and moderate-income individuals and families, either directly (public service and housing projects) or as an area-benefit (typically parks and infrastructure projects).

Table 11a: *FY11 Community Development Activities (non-public service)*

Appl. #	ORGANIZATION	PROJECT	FY11 AWARD
N/A	Community Development Dept.	FY11 Parks Improvement Plan	\$465,000
N/A	Community Development Dept.	Infrastructure Improvements	\$126,000
N/A	Community Development Dept.	Lead Abatement Match	\$225,000
N/A	Community Development Dept.	CDBG Rehabilitation	\$100,000
N/A	Community Development Dept.	Storefront Improvement	\$80,000
N/A	Community Development Dept.	SEC 108 Loan Payment FTI	\$36,000
N/A	Community Development Dept.	Admin. (20% cap)	\$340,000
Public Facilities			
FY11-23	German Old Folk’s Home	Security System	\$6,000
FY11-27	Lawrence History Center	Historic Renovation	\$44,500

Table 11b: FY11 Community Development Activities (public service)

Public Service			
FY11-2	Boys & Girls Club of Lawrence	Learning Center	\$20,000
FY11-3	Greater Lawrence Community Action Council, Inc	Project Senior	\$10,000
FY11-4	Greater Lawrence Community Action Council, Inc	Roberto Clemente Youth Academic & Sports Instruction	\$25,000
FY11-5	Asian Center of Merrimack Valley	Developing Academic Skills of Asian Youth	\$10,000
FY11-7	Esperanza Academy	Graduate Support Program	\$10,000
FY11-8	Neighbors In Need	Elder Food Pantries	\$10,000
FY11-10	Greater Lawrence Community Action Council, Inc	L/MCC Neighbors In Action	\$10,000
FY11-15	Merrimack Valley YMCA	Music Clubhouse	\$10,000
FY11-15	Greater Lawrence Community Boating Program Inc	Youth Boating Opportunities	\$7,500
FY11-17	Food for the World	Support for Food Pantry	\$25,000
FY11-19	Food for the World	Feeding the Homeless Project	\$10,000
FY11-20	Groundwork Lawrence	Green Team	\$10,000
FY11-24	Lawtown Boxing Gym Inc	Boxing Program	\$15,000
FY11-28	Lawrence Family Development & Education Fund	Language Barrier Assistance/Civics Education	\$10,000
FY11-29	Arlington Community Trabajando Inc	Foreclosure Prevention Partnership	\$40,000
FY11-30	Arlington Community Trabajando Inc	FTHB and Post Purchase Workshops	\$10,000
FY11-31	Lawrence CommunityWorks Inc	Movement City (not subject to PS cap)	\$15,000
FY11-32	Lawrence Council on Aging	Wellness Program	\$20,000
FY11-34	Northeast Independent Living Program	Lawrence Access in Motion Program	\$10,000
CDBG TOTAL			1,700,000

6.2 Parks & Open Space

Park Improvements have been a consistent priority throughout the Consolidated Plan and the city Open Space Plan, and have been consistently supported and funded with CDBG funds over the last seven Program Years. The allocation typically supports one major park renovation and several smaller improvements across several parks in low income neighborhoods. During the program year the city continued implementation of the 7-year

Open Space Plan adopted during the previous year. Also during the last year, the city completed the first segment of the Neighborhood Community Garden Initiative (68 beds) , improvements at the Howard Playstead, construction of a playground at the Arlington Elementary school , and the design for the Spicket River Greenway and Oxford Park. All these projects have been supplemented by CDBG funds. The City continues to build upon these successes in park and open space development. During the year in conjunction with its community partner, Groundwork Lawrence, the CDBG funds were leveraged by using city 2 State Urban Self Help Grants, known as PARC grants totaling \$905,385, a grant for \$45,871 from the Massachusetts Recreational Trails Program and a Gateway Cities Grant for \$2.7 million and a Coastal Zone Management Grant for \$53,000 from the Massachusetts Executive Office of Energy and Environment Affairs and a KABOOM grant. This marks the 8th year in a row the city has been awarded a PARC Grant.

6.2.1 National Park Service Planning Grant/PARC Grant- North Common

The city received a \$300,000 planning grant from the National Park Service to design a comprehensive plan to revitalize the Historic North Common. The revitalization will include improved lighting and irrigation and enhancements to the walkways and tree cover. This grant leveraged utilizing CDBG funds. A series of public bi-lingual workshops were held during the year to receive public input. The city has applied for a \$500,000 PARC grant for the construction to be performed during FY12 as part of the Bread and Roses centennial celebration.

6.2.2 History Trail

The city completed the first leg of a history trail in the city center. The sites selected for the first leg were the historic Everett mill, the site of the Pemberton Mill collapse, The Lawrence History Center and the Heritage State Park. At each of the sites an historic marker was constructed giving a narrative of the relevance of the history each site. The markers are all bi-lingual and were constructed by local craftsmen. As part of the history trail project, an on line video was created which gives a virtual tour and history of the sites selected. This project was funded by a grant of \$60,000 from the Massachusetts Cultural Council, a grant of \$2500 from the Essex National Heritage Committee and a private donation. The video entitled "The Path/ El Sendero" received an award in April for the best cinematography for a documentary from the Boston International Film Festival. The city intends to add additional legs to the History Trail.

6.2.3 Neighborhood Community Gardens Initiative

Utilizing a PARC grant in the amount of \$424,920 in conjunction with CDBG funds, the city has constructed a series of community gardens in the Arlington NRSA, one of the most congested areas of the city. The gardens have been built upon otherwise undevelopable, strategically located city owned vacant lots and provide vital building blocks to enhance the quality of life in environment justice neighborhoods. The first group of sites was selected and gardens were constructed during the program year and resulted in 68 beds serving over 75 people. An outdoor classroom was also included at one of the sites. The response from the community has been very positive and city intends to continue with the program. The city's

effort in this area was recognized during the program year as an innovated land reuse and development tool when the CDD was a presenter in a national webinar on Urban Agriculture in conjunction with the EPA and the US Food and Drug Administration. The program was also used as a model of best practices at the National EPA Brownfield conference in Philadelphia in April

6.2.4 Howard Playstead Renovation

A PARC grant in the amount of \$480,465 permitted the city to build a new concession stand, bathroom facilities, equipment storage space, and also add lighting and scoreboards at the little league fields at the Howard Playstead in the Arlington NRSA. The work was substantially completed by June 30, 2011 and permits greater park utilization and extends the playing season to meet excess demand for field use and allow the players from this neighborhood to participate in postseason tournaments.

6.2.5 Spicket River Greenway

The city was awarded a \$2.7 million dollar Gateway Cities Grant, a Recreational Trails Program Grant in the amount of \$45,871 and a Coastal zone management grant in the amount of \$53,489 by the Commonwealth. The design work has been completed and construction has started. The projected completion date is June 30, 2012 and when completed, the Spicket River Greenway will provide 2.5 miles of riverfront paths, river overlooks and an outdoor classroom which will connect neighborhoods and six existing parks in the Arlington NRSA, including the recently completed Manchester Street and Dr. Nina Scarito Parks. The project is a partnership between the city of Lawrence and Groundwork Lawrence.

6.2.6 Oxford Park

The city received another PARC grant in the amount of \$500,000 to permit the completion of a new public park on what was formerly a highly contaminated, abandoned paper mill site. These funds will be leveraged with other EPA and gateway funds. The completion of the park projected for the latter part of 2012 will be the culmination of over a decade of reclamation and remediation effort at the brownfield site and provide the final link in the Spicket River Greenway project and in the Gateway economic development project

Table 12: Leveraged Funds: Howard Playstead, Community Gardens, and Oxford Park

Source	Amount
City CDBG	\$ 465,000
PARC (State)	\$1,405,385
Total Development Cost	\$1,870,385

6.3 Streets & Infrastructure

The City had prioritized the heart of downtown, Essex St. (within the North Common NRSA) as a target area for street and infrastructure improvements in previous Program Years. This has resulted in continued progress to unleash the tremendous potential for economic growth for the City in the downtown area of Essex Street. The work thus far includes the return of two-way traffic, the installation of streetscape amenities to complement improvements including crosswalks, repaving, striping, signal modifications and the addition of new signal equipment. This vital city center corridor was further enhanced by the addition of colorful hanging flower pots to complement the ongoing storefront improvements, the addition of new street signage, new benches, trash receptacles, bike racks, and trees for Essex Street and Appleton Way, all in an effort to lure back businesses and customers. This has resulted in numerous new businesses opening and increased construction and renovation of buildings on Essex Street. The past program year saw the progress continue with the demolition of the Truell building, an abandoned 4 story commercial building on Essex Street and the addition of 2 additional off street parking lots on Essex Street. These steps resulted in the creation of a prime commercial development site and new capacity to accommodate the increasing interest in the center of the city. In addition, an International Urban Design firm, working with the department conducted a corridor study of Essex Street which resulted in a useful development plan for the continued development of the center of Lawrence .

6.4 Brownfield, Vacant Lots, & Underutilized Buildings

The Community Development Priority Needs chart (see Appendix F) calls for CDBG funding for acquisition of real property, demolition and clearance, and clean-up of contaminated sites. These activities are intended to address the City's problem of brownfields, vacant and abandoned lots, and dilapidated or underutilized buildings. As part of this emerging reutilization program, The Community Development Department commissioned Community Opportunities Group, Inc to prepare a Revitalization strategy for the Arlington Neighborhood. The work on the document included significant community outreach. The final report was received in the August 2009 and complements the strategies set for in the new 5 year consolidated plan. This includes the utilization of many city owned, undevelopable lots within the neighborhood as part of the Neighborhood Community Gardens Initiative and in- fill open space utilization to enhance the living environment within this environmental justice neighborhood.

The City was invited again by the Massachusetts Department of Environmental Protection to apply for a Coalition Brownfield Grant from the EPA to be used in the assessment and cleanup of the selected sites.

6.5 Public Services

During the program year, the department funded 20 different public service activities to assist over 1,600 low- and moderate-income people through the City. Among these competitively-selected proposals were projects to offer job training, mentorship, language instruction,

health and prevention education, and other identified needs. As is typical for the City, whose population average is the youngest in the state, a number of the projects specifically targeted youth populations, with academic, career, and educational programming.

Program Year 1 allocated \$284,107 in funding for public service activities in the program year. All projects were implemented with performance measurements standards, and significant progress was made toward attaining program goals. Table 13 shows the objectives and accomplishments proposed at the beginning of the program year as stated in the Project Sheets in the Annual Action plan with actual numbers served according to end-of-year reporting for each Public Service Project.

Table 13: Public Service Outcomes²

CDBG FY10-11 Project	Objective	Outcome Category	Proposed Outcome	Proposed Accomplishments (persons served)	Actual Accomplishments (persons served)
Learning Center	Suitable living environ	avail./accessibility	homework completion		
Project Senior	Suitable living environ	avail./accessibility	elderly home safety repairs	10	10
Elder food pantries	Suitable living environ	avail./accessibility	increase availability of food pantries	20	16
Youth Academic & Sports Instruction	Suitable living environ	avail./accessibility	Homework completion /sports activities		
Developing Academic Skills of Asian youth	Suitable living environ	sustainability	increase English proficiency	10	10
Graduate Support Program	Suitable living environ	avail./accessibility	decrease high school drop out rate	30	70
Homeless Prevention	Suitable living environ	avail./accessibility	Housing retention	10	13
Music Clubhouse	Suitable living environ	avail./accessibility	Increase music instruction	10	34
Youth Boating Opportunities	Suitable living environ	avail./accessibility	increase boating/safety skills	20	21
Feeding the Hungry	Suitable living environ	avail./accessibility	increase availability of food	40	43
Green Team	Economic opportunities	avail./accessibility	Increase community involvement and youth employment	10	10
Fighting Towards a Better Tomorrow	Suitable living environ	avail./accessibility	Keep youths off the street and out of gang activities	40	35
Language Barrier Assistance/Civics Education	Suitable living environ	avail./accessibility	increase English proficiency	11	11
Foreclosure Prevention Partnership	Suitable living environ	avail./accessibility	Home retention	53	114

² Data in this table was extracted from the projects sheets submitted in the FY10-11 Action Plan. The final column, Actual Accomplishments, was taken from end-of-year reports submitted by subrecipients.

FTHB and Post Purchase Workshops	Suitable living environ	avail./accessibility	increase number of first time home owners and knowledge in retaining home	30	78
Movement City	Economic opportunities	avail./accessibility	youth employment opportunities and mentoring/academic support	20	56
Moving to a Tropical Rhythm	Suitable living environ	avail./accessibility	Increase physical activity	15	378
Lawrence Access in Motion	Suitable living environ	avail./accessibility	Increase knowledge on ADA compliance	10	17
TOTAL					

Table 14: Public Service Outcomes, Area benefit totals

CDBG FY10-11 Project	Objective	Outcome Category	Proposed Outcome	Area served (census tracts)	Actual Accomplishments (persons served)
Neighbors in Action	Suitable living environ	sustainability	Increased quality of neighborhood		

These project accomplishments are further described in narrative in the following sections, including the dates of the required site and monitoring visits.

6.5.1 Youth & Recreation: A majority of the projects targeted youth, with both academic and career programs as well as sports and recreation.

Table 14b: Project Report FY'11- End of Year Summary
Project Name **Project Status**

<p>Arlington Community Trabajando Project # : 91023 Amnt Funded: \$40,000.00 Proposed # of participants: 53</p>	<p>Monitoring Visit done: 12/15/10 Site Visit done: 3/9/11 Total Served: 114 low-mod income participants</p> <p>Completed marketing and outreach for the Post Purchase and Foreclosure program. Held foreclosure prevention workshops. Coordinated services with partners, attorneys and counselors. ACT together with LCW completed 114 intakes and provided direct counseling. Negotiated 52 modifications for clients with successful outcomes. Provided credit, budget and default counseling. Program exceeded benchmarks within the first 6 months of the grant period and served 2.5 times more clients than anticipated.</p>
<p>Arlington Community Trabajando Project # : 91056 Amnt Funded: \$10,000.00 Proposed # of participants: 30</p>	<p>Monitoring Visit done: 12/15/10 Site Visit done: 3/26/11 Total Served: 78 low-mod income participants</p> <p>Completed marketing and outreach for the First Time Homebuyer program. Also conducted outreach through the CHAPA's online calendar. Held 5 workshops including one for tenant/landlord responsibilities as part of our post-purchase education. Graduated 78 new homebuyers and 8 homeowners completed post purchase education. Overall exceeded projected benchmarks for grant period.</p>
<p>Asian Center of Merrimack Valley Project #: 91012 Amnt. Funded: \$10,000.00 Proposed # of participants: 10</p>	<p>Monitoring Visit done: 1/25/11 Site Visit done: 8/10/10 Total Served: 10 low-mod income participants</p> <p>Summer Youth Enrichment Program- registered 66 students during 4 weeks in July and conducted enrichment classes in English, math, science and art for 3 hours a day for 4 days a week. Young Writers Workshop- registered 15 students, they learned the "process writing" approach that includes brainstorming, organizing, drafting, revising, editing and publishing. Each student submitted 3 writing pieces (essays or poems) included in the "Asian Center Review" which was published and distributed to students and to sponsors.</p>
	<p>Monitoring Visit done: 4/6/11 Site Visit done: 3/21/11 & 3/29/11 Total Served: 378 low-mod income participants</p> <p>Exercise program provided two one hour sessions with a half hour nutritional class in between twice a week. Data shows approximately 30 new participants joined the</p>

<p>Council On Aging Project #: 91057 Amnt. Funded: \$20,000.00 Proposed # of participants: 15</p>	<p>classes each month. Surveys collected and participants monitor health and eating habits. Total number of new participants this year was 728.</p>
<p>Esperanza Academy Project #: 91040 Amnt. Funded: \$10,000.00 Proposed # of participants: 30</p>	<p>Monitoring Visit done: 3/25/11 Site Visit done: 4/13/11 Total Served: 70 low-mod income participants</p> <p>All 18 of our 2010 graduates have successfully transitioned into high school joining the 16 members of Esperanza class of 2009, now sophomores. 91% received tuition support offers and 76% of all graduates accepted offers and currently attend a private high school. This programs focus is to ease our students transition into high school, tutor, advocate and maintain a connection during high school.</p>
<p>Food for the World Project #: 91051 Amnt. Funded: \$35,000.00 Proposed # of participants: 40</p>	<p>Monitoring Visit done: 12/14/10 Site Visit done: 11/17/10 Total Served: 43 low-mod income participants</p> <p>Continues to advance its mission providing access to free nutritious foods to approximately 375 families per week, as well as health and wellness information, advocacy and related support services.</p>
<p>Greater Lawrence Community Boating Project #: 91013 Amnt. Funded: \$17,244.00 Proposed # of participants: 20</p>	<p>Monitoring Visit done: 11/10/10 Site Visit done: 8/13/10 Total Served: 21 low-mod income participants</p> <p>GLCBP had a safe and successful season, we reached more participants with our free membership policy for low income youths. Trained 16 Lawrence youth with new skills for job placement with us as instructors and coaches. This program has already resulted in 5 new hires from the community. Expanded our program and added more classes, educational field trips, and youth /adult fitness classes. Although we only report on 21 participants for the purpose of this grant, we served well over 500 Lawrence youth with free memberships and a summer of rowing, sailing, and canoe kayaking.</p>
<p>GLCAC (Homeless) Project #: 91053 Amnt. Awarded: \$10,000.00 Proposed # of participants: 10</p>	<p>Monitoring Visit done: 12/21/10 Site Visit done: N/A Total Served: 13 low-mod income participants</p> <p>Assisted 13 families with housing stabilization. Households were provided with financial assistance, information and/or referrals.</p>
<p>Lawrence Community Works</p>	<p>Monitoring Visit done: 4/6/11 Site Visit done: 5/6/11 Total Served: 56 low-mod income participants</p>

<p>Project #: 91048 Amnt. Funded: \$15,000.00 Proposed # of participants:20</p>	<p>Provided creative arts programming, mentoring, and academic support to low and moderate income Lawrence youth ages 10 to 18.</p>
<p>Lawrence History Center Project #: 91043 Amnt. Awarded:\$44,500.00 Area Benefit: Census Track</p>	<p>Monitoring Visit done: 6/15/11 Site Visit done: 11/19/10 Area Benefit: 2501, 2510, 2512, (Census Tracts served)</p> <p>Historic Structure Preservation program successfully accomplished administration of project including bids, awarding of project and project oversight. Obtained approval for masonry work from the Mass. Historic Commission. Restored, repaired, re-glazed, repainted windows in warehouse, forge, stable and carpenter shop. New sash cords and new window locks installed. Repaired bricks, re-pointing, rebuilt chimney between forge and stable and repaired exfoliated steel beam.</p>
<p>Lawtown Boxing Gym Project #: 91055 Amnt. Funded: \$25,000.00 Proposed # of participants:40</p>	<p>Monitoring Visit done: 1/26/11 Site Visit done: 5/17/11 Total Served: 35 low-mod income participants</p> <p>Providing a structured positive program through the Lawtown Boxing gym. Were able to keep youths off the streets while exposing them to the art of boxing. Participants have a set schedule of workouts and gain experience sparring each other or fighting in shows all over the New England area.</p>
<p>Neighbors In Need Project #: 91052 Amnt. Funded: \$10,000.00 Proposed # of participants: 20</p>	<p>Monitoring Visit done: 5/19/11 Site Visit done: 4/22/11 & 5/16/11 Total Served: 16 low-mod income participants</p> <p>Provided food pantry for residents at two elderly complexes in the North Common are. Over 90 elders were assisted through pantry weekly for reporting purposes only 16 were tracked for this program.</p>
<p>Merrimack Valley YMCA (Music) Project #: 91041 Amnt. Funded: \$10,000.00 Proposed # of participants: 10</p>	<p>Monitoring Visit done: 3/30/11 Site Visit done: 3/21/11 Total Served: 34 low-mod income participants</p> <p>Clubhouse provided monthly Open Mic Night in which musicians, vocalist, poets and other creative beginners, amateurs and professionals are invited to perform for family and friends. Held Clubhouse Idol which showcases the talents of participants who enter the competition. Other activities at the club include Open studio where youths experience recording, instructor led workshops, Arts week, a newly founded Broadcast Studio Initiative.</p>

Table 14c: Non Public Service Outcomes

CDBG FY 10-11 Project	Objective	Outcome Category	Proposed Outcome	Area served (census tract)	Actual Accomplishments (units differ based on projects)
Park Improvements	Suitable living environ.	Availability/ Accessibility	Increased quality of open space	City-wide eligible census tracts	1 park built; Welcome signs installed; contract for new 5 year Open Space Plan
No. Canal Bridge Engineering	Suitable living environ.	Availability/ Accessibility	Increased quality of public way	City-wide eligible census tracts	Bridge across Canal underway
Lawrence History Ctr.	Suitable living environ.	Sustainability	Preservation of historic facility	City-wide eligible census tracts	Restoration of carpentry shop for public
Grace Episcopal Church	Suitable living environ.	Sustainability	Preservation of historic facility	City-wide eligible census tracts	Restoration and stabilization of roof of historic building and bell tower
YWCA Early Learning Ctr.	Suitable living environ.	Availability/ Accessibility	Improved safety of playground	City-wide eligible census tracts	Serving area youth
Berkeley Retirement	Suitable living	Availability/	Upgrade	City-wide	serving elderly and disabled

Home	environ.	Accessibility	heating system	eligible census tracts	
Project Senior	Suitable living environ.	Availability/ Accessibility	Repairs to low/mod elderly/handicapped housing	City-wide eligible census tracts	Quality of life for seniors
Youth Build	Suitable living environ.	Availability/ Accessibility	Acquisition of lot to build low/mod housing on	City-wide eligible census tracts	Job training and construction of low income residence
Business Façade	Economic Opportunity	Sustainability	Enhance economic conditions in low-mod areas	City-wide eligible census tracts	2 businesses
Renewal Community	Economic Opportunity	Availability/ Accessibility	Increase awareness of business tax incentives	City-wide eligible census tracts	186 outreach events in the city and 15 events outside city
Lead Abatement	Suitable living environ.	Availability/ Accessibility	Remove lead paint in low-mod housing	City-wide eligible census tracts	10 units
Water/Sewer Connections	Suitable living environ.	Availability/ Accessibility	Improve water/sewer connections	City-wide eligible census tracts	Reprogrammed for infrastructure engineering

6.6 North Common Neighborhood Revitalization Strategy Area (NRSA)

In 2006, consistent with HUD guidelines, the City adopted a “Neighborhood Revitalization Strategy Area or NRSA” plan for the North Common Neighborhood to show a clear and coordinated strategy for focused community development in this distressed area. The plan described a five-year strategy of investments and interventions to reverse decline and address

chronic poverty in the neighborhood. In addition to broad goals and objectives, the plan calls for annual performance towards a clear set of “benchmarks” related to service delivery, infrastructure improvement, business and housing assistance, and other community development activities. Table 15 presents these benchmarks and describes the City’s progress toward meeting them.

Table 15: NRSA Benchmarks

Project/Activity	Target Benchmark	Progress during Program Year
Scarito Homes	10 units	The last unit is under agreement; Full occupancy planned in FY 2011
Lead Paint Abatement/ Housing Rehab	10 units	0 units
First Time Homebuyer Counseling	25 families	3 families assisted
FTHB Down-payment Assistance	7 families	0 low-mod families received down payment assistance
CHDO support	\$100,000 in support	\$40,000
GenCorp Site Remediation	parking lot and open space development	remediation is ongoing with Sec 108 and BEDI funding

6.7 Community Policing.

During the program year, the city was the recipient of a Shannon grant in the amount of \$450,000 from Commonwealth of Massachusetts, Executive Office of Public Safety and Security. The CDD is administering the grant and is collaborating with its community based partners, the Lawrence Police Department, the Greater YMCA and YWCA, Boys & Girls of Lawrence and Youthbuild Lawrence. The grant targets at risk youth and anti gang initiatives and complements and leverages many of the CDD programs related to community development. **Add cdd**

6.8 Recommended Changes: Community Development

6.8.1 Program Year 1 Recommendations: In Program Year 1, the department continued to improve training and technical assistance for sub-recipients in the following ways:

- a. *Subrecipient Training Before the Grant Award.* Mandatory financial training is now conducted in a workshop format, and the subrecipients are asked to bring drafts of the required contract paperwork as “homework” prior to the meeting. Using these concrete examples in the financial training encourages questions and better prepares the subrecipients for the final draft of their contracts.
- b. *Encourage Infrastructure and Public Facilities Projects.* Despite the fact that only 15% of the City’s annual CDBG entitlement can be spent on public service activities, the selection of these projects generates the lion’s share of discussion and

citizen involvement, sometimes to the neglect of the many public facilities on which residents depend on for a wide range of services. The CDD staff noted that seeking CDBG funds for certain eligible physical improvements would both improve the delivery of important social services and broaden the focus of our non-profit partners to assist with the physical improvement of our neighborhoods. A perfect example of this was the YWCA, often an applicant for Public Service funds in the past, instead applied to make improvements to its SRO units which serve as a stable home for women seeking shelter from domestic abuse. The improvements had a direct impact on the health and safety of the occupants, and the YWCA was not in direct competition for the small portion of CDBG funds set aside for Public Service activities.

6.8.2 Recommended Changes for FY 2012.

A primary focus of the strategy under the Mayor's leadership is to encourage and facilitate more interdepartmental cooperation and a strong sense of Community stewardship all with the goal of increasing fiscal responsibility and efficiency in the delivery of services.

7. Economic Development

7.1.1 Assessment of Progress: Economic Development

The CDD's economic development program can be broken down into six broad areas of focus:

1. Job Creation activities: including loans, grants, and tax incentives for new or expanding businesses;
2. Brownfield Redevelopment projects: to turn contaminated sites into new development opportunities;
3. Downtown Revitalization efforts: to support existing businesses and attract new ones to the commercial districts, including arts and cultural events to contribute to economic development;
4. Job Training assistance: to give low- and moderate-income individuals the skills they need to seize new economic opportunities (typically considered under "public services" rather than economic development).
5. The Gateway Project: the city's signature economic redevelopment effort, to turn a former industrial site into a new park and 850 space parking facility in the downtown district.
6. Facilitation and Coordination of resources to promote and support the development of Community based businesses

7.1.2 The department has made significant progress on each of these areas. Some highlights include:

7.1.3 The completion of the revitalization of Essex St., including the conversion to a two-way traffic pattern and the addition of significant streetscape amenities including new

benches, trash receptacles and hanging flowering pots, the demolition of the Truell building and the conversion of 2 city owned lots into of 2 new much needed off street parking lots on Essex Street.

- 7.1.4 The City received a \$2 million dollar CDAG for the construction of a new 3 lane vehicle bridge over the North Canal connecting Canal Street and Island Street, and the expansion of Island Street to provide critical infrastructure for the Union Crossing project, a \$25 million public/private mixed use redevelopment of a complex of mill buildings on the East Island to complement the Gateway projects with workforce housing, green space, and jobs creation. The receipt of the CDAG funds permitted the construction of the project to begin in the Spring of 2010. The infrastructure work is expected to be completed by June 2011.
- 7.1.5 The city has attracted 2 significant manufacturing companies during the past year which will result in the additional of at least 300 new jobs within the next 2 years and also welcomed many other new businesses as restored mill space continues to become available.

7.2 Job Creation

7.2.1 Small Business Revolving Loan Fund

The department has operated a small business revolving loan fund for many years, providing loans (typically \$10,000-\$75,000) to new or expanding small businesses. Funds are re-circulated in the program when repaid, thereby decreasing the need for new CDBG funds allocated to this activity over the years. Currently the program has over \$500,000 in funds available. Loans are made explicitly for the purposes of (1) job creation and (2) low/mod area benefit, both eligible national objectives under the CDBG guidelines. Whenever possible, it is simpler administratively to qualify a project as an area-benefit activity, reducing paperwork requirements on both the department and the assisted business.

Table 16: Outstanding Small Business Loans, 2001-present

NAME	DATE OF LOAN	AMOUNT OF LOAN	PRINCIPAL BALANCE
RIVERSIDE REALTY REVISED	4/5/2001	\$84,996.00	\$53,106.41
BLOSSOM'S FASHIONS	4/15/2001	\$15,000.00	\$51,063.04
ASSOCIATION OF LATIN AMERICAN MERCHANTS	8/3/2001	\$35,000.00	\$35,000.00
THE PACKAGING CONNECTION	1/22/2002	\$50,000.00	\$23,082.76
CONTRACT ASSEMBLY MANUFACTURING	10/23/2003	\$50,000.00	\$24,266.77
NEXCELOM BIOSCIENCE LLC	11/29/2005	\$50,000.00	\$5,673.55
AHF/MOREHOUSE BAKERY	9/13/2006	\$150,000.00	\$150,000.00
TOTAL LOANS		\$434,996.00	\$303,003.02

Last year’s CAPER discussed a number of recurring administrative and servicing problems with this program, and proposed restructuring and refocusing the program. After evaluating the possibilities with HUD representatives and the Merrimack Valley Planning Commission (MVPC), the department decided it was best to fold the program into the existing program with the MVPC to provide similar funding with better procedures and resources for underwriting and review, ongoing oversight and servicing, marketing, and leveraging of funding and risk. The department is continuing to work with the MVPC to coordinate their respective loan programs. These loan program will become part of an array of loan and financial assistance programs already administered by the Planning Commission so that applicant will not only have access to the city program but also be able to utilize coordinated one-stop access to the MVPC programs. There will be an expedited and coordinated underwriting process for applicants. It is anticipated that for loans under the city program the CD Director will still set the parameters for these loans and the MVPC will administer the loans. For Loans from the existing MVPC programs the CD Director or his designee will be part of the underwrite process.

7.2.2 HUD Section 108 Loans

Under the HUD “Section 108 Loan” program an entitlement City such as Lawrence may borrow up to five times its annual entitlement amount for CDBG eligible activities (funds are guaranteed by the federal government on the security of future CDBG funds). As shown in table 17 on the next page the City has a number of outstanding loans to support economic development. Two of the loans are performing satisfactorily, one (FTI) is non-performing and CDBG funds must be allocated each year to insure payment. The loan to the MVRTA requires interest only payments until 2012 at which time principle payments commence.

Over the project year \$125,000 in principal was repaid, along with \$183,605.73 in interest.

Table 17: Outstanding Section 108 Loans

Loan	Original Loan Amount	Principle Balance as of 7/1/10	Principle Balance as of 6/30/11	Principle Paid to HUD During Program Year	Interest Paid to HUD During Program Year
GEM	\$1,500,000	\$500,000.00	\$400,000.00	\$100,000.00	\$15,745.83
FTI	\$ 500,000	\$250,000.00	\$225,000.00	\$ 25,000.00	\$ 9,575.50
MVRTA	\$ 2,900,000	\$2,900,000.00	\$2,900,000.00	\$ 0.00	\$158,284.40
Totals	\$4,900,000	\$3,650,000.00	\$3,525,000.00	\$ 125,000.00	\$183,605.73

7.2.3 Tax Incentives for Job Creation (RC & TIF)

Renewal Community Designation

In 2001 portions of the City were designated as a “Renewal Community” by the Federal Government, thereby qualifying new or expanding businesses for a variety of special tax incentives, including a yearly wage tax credit of up to \$1,500 per employee living in the RC, reduced capital gains, accelerated depreciation schedules for improvements or new construction, and increased business deductions. The department serves as lead agency in marketing this program locally to attract development and encourage utilization of these benefits. The enabling legislation expired on December 31, 2009. There is new legislation pending in Congress which would extend this valuable tool. **Add comment**

In anticipation of the passage of the legislation, the city has continued to market the program while advising that the new legislation is pending. To attract participation in the program the department held four different information sessions for local property owners, businesses, developers, and accountants, describing the benefits in detail, including one accreditation seminar for tax preparers and tax attorneys, two info sessions for entrepreneurs, and one webcast for tax preparers and tax attorneys. The department also coordinates the publication and distribution of a wide variety of outreach materials on the program, including a new City-wide marketing brochure prepared, printed, and distributed at no cost to the City.

Beyond working locally to market the program, the department bears responsibility for implementing the “Tax Utilization Incentive Plan,” or “TUIP,” a key component of the City’s application for RC designation. The TUIP includes specific local actions the City has pledged to undertake to attract business and streamline development. One finding of HUD’s recent monitoring was that the City has not carried out these actions in a timely manner. With the newly reorganized department and new staff in place, the department hopes to turn once again to these commitments.

Tax Increment Financing (TIF)

The CD department helps to coordinate job creation through the State’s “tax increment financing” or TIF provisions. During the program year a TIF was granted to New Balance in recognition of a 2.5 million Dollar construction project to renovate the R and D and executive office facility at 5 South Union Street. It is expected the project will result in the addition of at least 25 permanent full time jobs Other successful TIFs that were recently agreed to include Ace Metal Finishing, Daxad LLC and MuffinTown Company. Each agreement is for a period of twelve years. The Ace Metal Agreement has retained 40 jobs and will create and additional 20. The Daxad LLC agreement will allow a medial practice to relocate one block from the Lawrence General Hospital, bringing 30 new jobs to Lawrence. The MuffinTown agreement will create 60 new jobs in the City of Lawrence by the end of 2010 and an additional 200 new permanent jobs during the twelve year duration of the agreement.

7.3 Brownfield Redevelopment

Over the program year, the City continued to utilize the funds from the EPA Brownfield Grants for both assessment and clean up. These grant funds were used for assessment under the City Community Garden Initiative and for clean up at the site of the future Oxford Park. These programs supported the continued efforts of private investors and community development organizations to utilize principles of smart growth.

7.3.1 EPA Brownfield Funding

Over the program year the City continued the work on the City's Gateway project utilizing a portion of the EPA grant from the prior year for additional cleanup activities at the former Oxford Paper site, a critical component in the City's Gateway project. The City also supported the Merrimack Valley Regional Planning Commission in submitting a regional collaborative application for \$1,000,000 in Brownfields cleanup revolving loan funds. These grants and loans will help convert additional Brownfields into new economic development projects. The City also partnered with the Massachusetts DEP in the submission of a \$1 million coalition grant application.

7.4 Downtown Revitalization

A third area for economic development concerns targeted attention to the downtown commercial corridors, especially Essex Street and Broadway. A number of activities focus on these areas, including funding for storefront improvement projects, streetscape and infrastructure improvements, and work to attract arts-related businesses and activity to the downtown area.

7.4.1: Essex St. Improvements

. The city continues to make progress in the reclamation of vacant properties on Essex street. In addition to the demolition of the Truell building, planning for the demolition of the In Town Mall was substantially completed during the program year. The actual demolition of the building is expected to occur in the next program year and will result in the expansion of Northern Essex Community College to the downtown area with eventual construction of a new science and technology center.

The city also continued the *Storefront of the Month* award program award which recognizes business owners who have the extra effort to keep the area around their business clean and attractive and has helped reduce litter greatly in Lawrence inspired others to pick-up trash and to improve the appearance of the City

7.4.2 Storefront Improvement Program

The Storefront Improvement Program (SIP) offers deferred forgivable loans to businesses on Essex Street and Broadway to fund storefront improvement projects. Over the program year, 2 projects were completed and applications for 2 new projects were received as shown in Table 19), which includes all outstanding and pending projects. Business recruitment to the downtown area is a priority for the City's economic development strategy.

Table 19: Outstanding Storefront Improvement Loans as of June 30, 2011

Name of Business/Owner	Principal Balance (June 30, 2011)	Terms
DAYSI G'S RESTAURANT 150-152 Common Street	\$ 2,836.40	LOAN FORGIVEN 10% EACH YEAR
MERENGUE TRAVEL 214 Broadway	\$ 391.50	LOAN FORGIVEN 10% EACH YEAR
NAJI BARDWELL 312-314 Essex Street	\$ 7,200.00	LOAN FORGIVEN 10% EACH YEAR
SUPERIOR CLEANERS & TAILORS 37 Essex Street	\$ 6,400.00	LOAN FORGIVEN 10% EACH YEAR
GERARDO SPAGNUOLO 175 Essex Street	\$ 7,200.00	LOAN FORGIVEN 10% EACH YEAR
GLCAC 350 Essex Street	\$ 7,500.00	within 1-3 years 100%; within 4 years 80%, within 5 years, 70%; within 6 years 60%; within 7 years 50%; within 8 years 40%; within 9 years 30%; within 10 years 20%; after 10 years forgiven
ARNOLD ALBANO 265 Essex Street	\$ 18,000.00	LOAN FORGIVEN AFTER 10 YEARS
PAUL & RUTH FAUVEL 5-7 Broadway	\$ 37,700.00	LOAN FORGIVEN AFTER 10 YEARS
BEVERLY LEBOWITZ 139 Essex Street	\$ 40,000.00	LOAN FORGIVEN AFTER 10 YEARS
CLOUTIER REALTY TRUST 453-465 Essex Street	\$ 40,000.00	LOAN FORGIVEN AFTER 10 YEARS
MARKARIAN PROPERTIES 225 Essex Street	\$ 3,921.75	LOAN FORGIVEN AFTER 10 YEARS
MARKARIAN PROPERTIES II 225 Essex Street	\$ 40,000.00	LOAN FORGIVEN AFTER 10 YEARS
JOSE DEL CARMEN/TERRA LUNA CAFE 225 Essex Street	\$ 10,000.00	LOAN FORGIVEN AFTER 10 YEARS
AUSTIN & MISSY CARROLL/CAFÉ VERDE *	\$ 40,000.00	LOAN FORGIVEN AFTER 10 YEARS
RAMAN PATAL *	\$ 7,000.00	LOAN FORGIVEN AFTER 10 YEARS
DAKA REALTY **	Application under review	To be determined
JAKA REALTY **	Application under review	To be determined
TOTAL	\$ 268,149.65	

Note: * completed during program year

** application under review

7.4.3 Arts & Economic Development

In Program Year 1, the City was the recipient of a Mass Cultural Council's John and Abigail Adams Arts and Economic Development grant to be used for the construction of the first link of an interactive History Trail near the North Canal. This grant enables the City to continue infrastructure improvements in the mill arts district. This project is being supplemented by CDBG funds and it is expected that new links will be added throughout the city in coming years.

7.5 Gateway Redevelopment

The project includes the remediation and redevelopment of a 20-acre contaminated City-owned site into a passive park adjacent to the Spicket River, and the redevelopment of another old industrial site into landscaped surface parking to support intermodal transit demand, the reuse of the neighborhood mills and Lawrence General Hospital. The parking is necessary to support the redevelopment of some 1.2 million square feet of mill space in the downtown area and future overflow demand for transit needs.

To implement the project, the City of Lawrence, the Merrimac Valley Regional Transit Authority (MVRTA) and GenCorp, the primary private property owner in the Gateway area have entered into a Memorandum of Agreement with MVRTA as fiduciary agent and development project manager. This transit authority will augment Lawrence's management and development experience and will ensure a coordinated cohesive approach to the project. The entire project is described in detail in the City's Consolidated Plan, as well as numerous funding applications to the State and Federal Government. Progress on individual components is described below:

GenCorp and Oxford Remedial Programs GenCorp and the City have completed all final remedial activities that do not rely upon implementation of the Gateway/Quadrant redevelopment program. All remaining remedial activities will be coordinated with the project schedule to be developed for the surface parking and passive park development.

Gateway/Quadrant Re-Use Program A significant change with the Quadrant program is that MassHighway has taken over complete control of the Canal Street widening project and the design of the new Spicket River Bridge. Prior to this, these activities were carried as part of the budget for the Quadrant re-use program. MassHighway has combined both the Canal Street widening and new Spicket River Bridge work into one project. The design of the landscaped surface parking facility is being done by CDM who is now under contract to the MVRTA. The MVRTA has retained a Design/Construction Oversight Manager, SEA Associates, in accordance with Chapter 149 to review the design and permitting work. The MVRTA has also completed the landscape design of the passive park to be known as Oxford Park. The city has applied for a PARC grant to supplement currently available funding to be able to finish Oxford Park by 2012. This will provide the final piece of the Spicket River Greenway.

Building 4 Demolition The demolition is complete. The Section 108 loan proceeds and the Neighborhood Initiatives Grant (NIG) were used to acquire this property for the cost of the demolition.

Permitting and Approvals The MVRTA and its design consultant(s) have completed all permitting activities including MEPA, ACOE, ConCom/DEP and local city departments.

Parking lot : The parking lot was completed during the Summer of 2010 and will be operational by the end of 2010. The lot will be managed by a private parking lot management company with a portion of the resulting income to be used to service the outstanding section 108 loan

Budget: The following outlines the current status for the public funding sources obligated to the project:

Table 20: Gateway Redevelopment Project

Source	Amount	Notes/Progress
HUD Section 108	\$2.9M	Approved and available.
HUD BEDI Grant	\$2.0M	Approved and available.
SAFETEA Transit Appropriation	\$3.45M	The funds, allocated over federal FY06-09, are programmed in the STIP according to FY allocations (see attached chart). Due to a 1% Congressional mandatory rescission in FY06, this earmark has been reduced to \$3,444,000. Funds require a 20% non-federal match (see below). MVRTA is working with FTA to secure funds.
SAFETEA Highway Appropriation	\$2.5M	As with all such Highway monies, the funds were allotted in 20% equal shares over the federal FY05-09 period. They are programmed in the STIP according to this allotment. In addition to the FY06 1% mandatory rescission, the monies are subject to Congress' annual Obligational Authority limits. In FY05 this limit was 85% and in FY06 it was 87%. The STIP assumes yearly 87% Obligational Authority limits for FY07-09. All of this has reduced the appropriation by \$144,000 in real numbers and \$195,000 on an assumed basis. As such, the estimated total is now \$2,160,650. This money requires a 20% non-federal. Massachusetts Executive Office of Transportation (EOT) indicated that it could flex the monies over to FTA if FTA accepts program justification. MVRTA is working with EOT to secure funds.
MassDevelopment Grant	\$1.0M	This money is dedicated to the Oxford remediation and redevelopment. To date, the City has been reimbursed \$614,495 for Oxford remediation costs out of this grant. Current balance is \$187,460.
HUD Neighborhood Initiatives Grant	\$994,100	The grant request from MassDevelopment has been approved from HUD. MassDevelopment and MVRTA have entered a sub-recipient agreement and MVRTA has received approval from HUD to use these funds as part of the demolition/acquisition costs for Building #4.
Federal FY04 Transportation	\$500,000	Money was transferred from MassHighway to the Federal Transit Administration (FTA) in late August, 2006. Funds are

Appropriation		now available.
U.S. EPA Brownfield Revolving Loan Fund	\$400,000	Funds were obligated toward the remediation of the Oxford site. All funds have been expended.
City of Lawrence CDBG Grant	\$150,000	Funds were obligated to the Oxford project. To date, \$97,325 has been expended with \$52,675 the remaining balance.
U.S. EPA Brownfield Cleanup Grant	\$200,000	Awarded in summer, 2007, and made available in November of 2007. These funds are committed for remediation of Oxford Paper site during FY 09 and FY10

7.6 Job Training & Public Services

Section 6.5 under Community development discusses public service activities to assist low- and moderate income individuals in developing the job skills. In partial response to the severe economic downturn and the resulting increase in unemployment, the City has redoubled efforts to improve resources committed to job training and placement. The City has committed stimulus Funds available under the CDBG-R program for the addition of a new computer skills training facility at the senior center and started working with the Local Workforce Investment Board and Northern Essex Community College to develop and implement a new internship and work study program to assist community organizations and private businesses in job creation and placement.

7.7 Recommended Changes: Economic Development

The department continues to encourage coordination of Economic Development activities with Community Development activities to promote the establishment of Community Based Enterprise in addition to more traditional economic development. This is in recognition by the department that all of our public service and public works projects have a positive impact on economic development, and as such those projects directly improve the quality of life within the city thereby increasing economic opportunity. The department continues to encourage coordination of Economic Development activities with Community Development activities to promote the establishment of Community Based Enterprise in addition to more traditional economic development. This is in recognition by the department that all of our public service and public works projects have a positive impact on economic development, and as such those projects directly improve the quality of life within the city thereby increasing economic

The department will continue to encourage growth in the following ways.

- *Improve job tracking throughout all job creation activities.* The department will monitor projects to seek job creation commitments wherever possible and collect and centralize available information on local suppliers and employment opportunities to streamline access and accounting.
- *Increase Section 3 Business Participation.* The department continues to assemble a database of Section 3 businesses in the area, and conduct outreach regarding the

program. Further, the department is planning a workshop for Section 3 businesses and to reviewing City procurement process and opportunities to contract with the City.

- *Reformulate SBRLF program as predevelopment and microenterprise assistance.* The department will continue to focus on SBRLF utilization in coordination with the MVPC to administer the program according to CD department parameters.
- *Develop a Strategy for Workforce Investment: the department will segment out workforce development from other public service activities and form a local panel including the CDAB to advise the department on strategic investments to help low and moderate income residents access new and expanded economic opportunity.*
- *Expand Arts and Economic Development Activities.* The department will continue to encourage utilization of arts recognizing it as a vital economic development tool and an enhancement to the quality of life in the city, particularly in the revitalization of the mill district as our downtown arts center.

7.7.1: Recommended changes for Program Year 1:

The pervasive deteriorating condition of the economy has resulted in a reduction in available working hours and human resources available to the department. The weak economic conditions are expected to persist and will require an even greater level of attention by the department staff over the new few years to insure efficient and cost effective prioritization of projects and will require increased attention to marshalling and leveraging of resources. Better utilization and coordination of the resources of other city departments such as Inspectional Services and DPW and facilitation of opportunities for more self help within the neighborhoods accomplish the CDD Economic Development Priorities

8. Non-homeless Special Needs

Each year as part of our CAPER, HUD asks the City to identify actions we have taken to address special needs of persons that are not homeless but require supportive housing, including persons with HIV/AIDS and their families.

As part of the most recent five-year Consolidated Plan process the City prepared a detailed “Non-Homeless Special Needs Table.” This table has been updated and included as part of this CAPER (see Appendix J).

There are several other sources of public funding, including state assistance and the (Federal) Health and Human Services support for CAP agencies, which go to Greater Lawrence Community Action Council (GLCAC). Many non-profits with services focused on the HIV/AIDS homeless community in the City of Lawrence should be eligible to receive

Housing Opportunities for Persons with AIDS (HOPWA) program funds, which are distributed through the Lynn Housing Authority and Neighborhood Development but currently do not. One of the non-profits is Lazarus House. The agency operates The Corpus Christi AIDS Residence for individual men and women who are living with HIV or AIDS and The Bethany House Family AIDS Residence for families with one or more members living with HIV or AIDS. The Corpus Christi and The Bethany House Residence manage eight and two units respectively. There are services and programs at Corpus Christi Residence and Bethany House that specifically attend to the needs of this special needs population.

9. Other HUD/CAPER Requirements

The preceding sections all address the needs, activities, and accomplishments of the community development program in the City of Lawrence for the 2010-2011 program year. They describe to the lay reader the funds sought and expended, the specific needs of the community, and the work undertaken or funded by the department and its community partners to foster and maintain affordable housing, create a suitable living environment, and provide economic opportunity to low- and moderate-income residents. Where applicable, recommendations have been provided to improve the program and the efficiency and efficacy of the department's efforts, based on this evaluation. These sections are useful to planners and community developers working in Lawrence, our colleagues in similar cities, and the community at large.

However, this CAPER was prepared for HUD reviewers as the statutorily-required document that must by law address certain specific questions that may not have been specifically addressed as such in the previous sections but it is also a helpful evaluation tool for the City.

9.1 Benefit to Low- & Moderate-Income People

CDBG funds are specifically intended to benefit low- and moderate-income people: under the regulation, at least 70% of the City's CDBG entitlement funds must be shown to benefit people in these income categories. The community development program is therefore required to target efforts to activities that will serve either low- and moderate-income individuals (so called "limited clientele" activities, as well as "low/mod jobs" and "low/mod housing") or neighborhoods (known as "area benefit" activities), and certify compliance with this requirement.

9.1.1 Low/Mod Area Benefit

An activity is considered to an Area Benefit if it will benefit all the residents of an area shown to be at least 51% low- and moderate income. Given Lawrence's geography and demographics, where all but one census tract (tract 2518) contains greater than 51% low- and moderate-income residents, many projects fall under this objective category.

Typical area-benefit activities include parks and infrastructure projects, storefront improvements, and the creation of public facilities to serve low- and moderate-income neighborhoods.

For each project or activity, an eligibility map is kept on file documenting compliance with the “51% low/mod area” requirement.

9.1.2 Low/Mod Limited Clientele

Many activities funded with CDBG resources specifically assist low- and moderate-income individuals and families, or groups and programs serving such individuals and families. For example, programs to provide recreational opportunities to low-income youth, or ESL classes for income-eligible immigrants, would qualify for funding under this objective.

The department requires all subrecipients with “Limited Clientele” activities to obtain and keep documentation concerning the income-eligibility of all participants. These “Income Verification Forms” are reviewed by department staff during monitoring visits to ensure compliance with HUD requirements.

Examples of Low/Mod Limited Clientele Activities for the program year include
Neighbors in Need: Elder and handicapped food pantries
Boating Program: free memberships to low-income youth
Asian Center: Family Outreach
Gr. Lawrence Community Action Council: Project Senior - Handicap access works.

9.1.3 Low/Mod Jobs

Another way to assist low- and moderate-income individuals and families is through job creation and retention activities. Projects assisted in this way are required to make jobs available to (and affirmatively solicit) income-eligible applicants, and may not require advanced training prior to hiring. In the rare case when jobs are made available and not taken by income-eligible applicants, an employer would need to show evidence of the attempts made, or be subject to sanctions.

Typically, the only projects funded under this category are (1) small business loans, and (2) larger “special economic development activities,” such as the Gateway Initiative. For the program year, section 7.2 describes new Low/Mod Job activities initiated. No certifications were provided on outstanding job creation activities from prior year projects, and there were no cases in which jobs were not taken by low- or moderate-income persons.

9.1.4 Low/Mod Housing

Section 4 on page 17 provides an in-depth discussion and analysis of activities meeting the Low/Mod Housing National Objective.

9.2 Prior Period Adjustments

There were no prior-period adjustments during this program year.

9.3 Lump Sum Agreements

There were no lump sum agreements made during this program year.

9.4 CDBG-Acquired Property

No property was acquired or improved using CDBG funds and available for sale as of the end of the reporting period.

9.5 Antipoverty Strategy

Although all of the department's efforts seek to benefit low- and mod-income people and families, the following activities during the 2010-2011 program year were specifically intended to reduce the number of persons living below the poverty level by increasing skills and education:

- American Training: ESL, education and job skills
- YMCA Resource Education Center: job skills and job readiness

The following activities further helped to create or retain jobs for low- and moderate-income individuals:

- Renewal Community Tax Incentives Program
- Small Business Revolving Loan Fund

9.6 The “Did Not Hinder Implementation” Question

The programs and activities described in the previous sections, along with the discussion of internal capacity increases and staff structuring discussed in the Program Administration Sections, will serve as sufficient evidence that the department “did not hinder the Consolidated Plan implementation by action or willful inaction,” according to HUD requirements

9.7 Housing-Related Topics

9.7.1 Affirmatively Furthering Fair Housing

In accordance with the regulations of the HOME Program (CFR 92.351), the City of Lawrence has adopted affirmative marketing procedures for housing that is assisted with HOME Program funds. Developers must agree to comply with the City's “Affirmative Marketing Policy and Implementation Procedure”. All housing projects assisted with CDBG or HOME funds include explicit language and restrictions concerning fair housing, non-discrimination, and the like, as required by HUD regulations. In addition, all of the housing program brochures and applications display the Fair Housing logo and inform the public of their right to receive free translation including American Sign and reasonably accommodate disabled persons during intake and/or public meetings, in accordance with the furtherance of the City's commitment to non-discrimination and equal opportunity in housing.

9.7.2 Fostering and Maintaining Affordable Housing

All actions mentioned in 9.7.1 and 9.7.3 applies to this question as well.

9.7.3 Eliminating Barriers to Affordable Housing

The City of Lawrence is working to eliminate or reduce barriers of affordable housing with several strategic initiatives:

- Homeownership Counseling: The City partners with an accredited, HUD certified homeownership counseling agency and is also certified and accredited through CHAPA's Massachusetts Homeownership Collaborative. The City held 18 courses over the program year on homeownership. Nine of these courses were offered in Spanish.
- Conservative financial underwriting to insure participants of the First Time Homebuyer Program are able to meet the ongoing mortgage and maintenance obligations
- Development of affordable/assisted housing

9.7.4 Public Housing Strategy

The City of Lawrence has a close working relationship with the Lawrence Housing Authority (LHA). The City supports strategic goals of the LHA to include residents in decision making and to improve their economic status. As part of the latter goal, the LHA has hired its residents to fill staff positions. Over 30% of the LHA staff, including its Executive Director, were LHA residents at one time. A large percentage of the staff who were residents are now homeowners.

The LHA resident advisory board (RAB) includes ten members who are either residents of public housing or assisted by Section 8. In addition, there is a United Tenants Council which includes six representatives elected from public housing developments. Whenever appropriate, the City supports the efforts of the LHA to involve its residents through these two different representative organizations and in any other way.

Over the FY 2010-2011 Program year the department supported the LHA's efforts to move LHA tenants toward homeownership. The City will market its homeownership classes throughout the LHA with fliers, providing information to site managers and through the RAB and Tenants Council. Included in this marketing effort is information on the First Time Home-buyers program.

9.7.5 HOME-Specific Questions

In addition to the overall assessment provided in section 4 on page 17 and the responses above, HUD requires some very specific information on the City's HOME Investment Partnership funded activities.

HOME Match Report This report is found in Appendix C.

HOME MBE and WBE Report This report is found in Appendix D.

HOME Assessments

1. Detail results of on-site inspections of rental housing: In accordance with HOME regulations 92.203, 92.252 and 92.254, the department has inspected all HOME Rehab

projects that are subject to re-inspection to determine compliance with Housing Quality Standards. The results of those individual inspections are on file at the Community Development Department. The HOME regulations require that when HOME funds are utilized to construct or renovate rental units HOME income eligible tenants must occupy those units. HOME regulations also require that the rents charged be affordable as defined by the regulations. The City requires re-certification of these units. The results of those income verifications and rental limits are available at the Community Development Department.

2. Describe the HOME jurisdiction's affirmative marketing actions: The goal of the City's Affirmative Marketing Policy is to assure that individuals who normally might not apply for vacant or rehabilitated units, or first time home-buyer assistance because of race, ethnicity, age, disability or other factor, become informed of all vacancies and assistance programs, feel welcome to apply for such, and have equal opportunity to participate in any assistance program. Consistent with this goal, the department conducts aggressive outreach for all of its programs, including promotion through ethnic print and radio media and outreach through community organizations. In addition, Developers of affordable housing in the City must agree to comply with the City's "Affirmative Marketing Policy and Implementation Procedure. Finally, over half the department staff is bilingual (Spanish/English), this ensures equal access to information, assistance and opportunity. Homebuyer classes, other forms of assistance and public meetings are offered in both languages and inform the public of this right and the right for reasonable accommodations for disabled individuals.

3. Describe outreach to minority and women owned businesses: The department has continued to further affirmative marketing actions and reach out to minority-owned and women-owned businesses. Both the Housing Rehabilitation and Lead Abatement program have lists of qualified construction and lead-abatement contractors. Eight-five percent of the contractors actively bidding on projects are minority businesses. Nonetheless, the contractor list is updated on a routine basis, which involves advertising in both English and Spanish local newspapers. Outreach is conducted to allow the contractor to provide written information of their Section 3 status, and preference may be given in the bid process to a Section 3 business. Further, the department is considering a workshop for Section 3 businesses on the process of contracting with the City.

9.7.6 Housing for People with AIDS (HOPWA)

The Federal Government, through the U.S. Department of Housing & Urban Development, awards certain jurisdictions money to assist with housing for people with HIV/AIDS. Most of these funds are directly to state community development agencies or the largest city within a metropolitan area, although some are reserved for competitive grants under the SuperNOFA process.

The City of Lawrence is not a recipient of HOPWA funding, and the Housing Needs analysis conducted as part of the most recent Consolidated Plan (see Appendix G) did not identify housing for people with AIDS as a top priority. In future years this may change, if a strong coalition emerges to support these efforts. For more information on HOPWA, readers may visit HUD's website at:

<http://www.hud.gov/offices/cpd/aidshousing>.

9.8 Anti-Displacement & Relocation

There were no CDBG-funded projects in the FY10-11 Program Year involving displacement/relocation under the Uniform Relocation Act (URA). Purchasers of multi-family properties using down-payment assistance through the first-time home-buyers program must agree to retain existing tenants. Temporary relocation during deleading projects is accomplished through the paying of a lump-sum \$400 stipend to cover substitute housing, which landlords must help coordinate with tenants.

APPENDIX

APPENDIX A:

Maps

APPENDIX B

HUD “IDIS” Reports

PR03 CDBG Activity Summary Report

PR06 Summary of Consolidated Plan Projects

PR10 CDBG Housing Activities

PR14 CDFI and NRSA Activities

PR19 ESG Statistics

PR23 Summary of Accomplishments

PR26 CDBG Financial Summary

PR83 Performance Measures

PR84 NRSA

PR85 Housing Performance

APPENDIX C
HOME Match Report

APPENDIX D

HOME MBE and WBE Report

APPENDIX E

Fund Balances by Activity

APPENDIX F

Community Development Priority Needs Table

Community Development Priority Needs Summary					
Community Development Needs	Priority Level (High, Medium, Low)	Estimated Dollars to Address (FY10)	Actual Expenditures (FY10)	Estimated Dollars to Address (FY06-FY10)	Fund Source
01: Acquisition of Real Property	H	\$0.00	\$0.00	\$250,000.00	C
Public Facilities and Improvements					
03: Public Facilities & Improvements (General)	H	\$175,000.00	\$145,177.99	\$3,659,925.00	C
03E: Neighborhood Facilities	H	\$10,000.00	\$44,012.26		C
03F: Parks, Recreational Facilities	H	\$400,000.00	\$300,465.23		C
03K: Street Improvements	H	\$0.00	\$5,904.87		C
03L: Sidewalks	H	\$0.00	\$0.00		C
04: Demolition and Clearance	H	\$0.00	(\$1,847.04)		\$635,000.00
04A: Clean-up of contaminated sites	H	\$0.00	\$4,979.20	\$360,325.00	C
Public Services					
05: Public Services (General)	H	\$94,000.00	\$133,303.86	\$2,046,539.00	C
05A: Senior Services	H	\$0.00	\$0.00		C
05B: Handicapped Services	H	\$0.00	\$0.00		C
05D: Youth Services	H	\$167,300.00	\$150,752.20		C
05M: Health Services	H	\$0.00	\$0.00		C
Housing/Rehab/Lead					
12: Construction of Housing	H	\$177,518.20	\$497,334.28	\$7,958,513.70	H,C
13: Direct Homeownership Assistance	H	\$200,000.00	\$205,049.93		H
14A: Rehab: Single-Unit Residential	H	\$189,495.00	\$117,864.12		H,C
14B: Rehab: Multi-Unit Residential	H	\$563,096.00	\$154,823.72		H,C
14I: Lead-Based/Lead Hazard/Abate	H	\$225,000.00	\$214,203.35		C
Economic Development					
17B: CI Infrastructure Development	H	\$0.00	\$0.00	\$1,125,000.00	C
17D: Other Commercial/Industrial Improvements	H	\$60,000.00	\$60,142.24		C
18A: ED Direct Financial Assistance to For-Profits	H	\$0.00	\$8,929.08		C
18B: ED Technical Assistance	H	\$55,000.00	\$18,117.78		C
Other Community Development Needs					
19F: Planned Repayment of Section 108 Loan Principal	H	\$36,000.00	\$36,658.80	\$1,109,251.32	C
21A: General Prgm Administration	H	\$356,982.00	\$361,727.64		C
21H: HOME Admin/Planning Costs of PJ	H	\$111,678.80	\$156,464.53		H
21I: HOME CHDO Operating Expenses	H	\$40,000.00	\$25,000.00		H
Total		\$2,861,070.00	\$2,639,064.04		\$17,144,554.02

