

City of Lawrence FY2019
Proposed Action Plan
Revised 5-11-18 with Actual Allocation
Amounts
July 1, 2018 to June 30, 2019



Comments on the Plan must be submitted in writing to Community Development Department, 225 Essex Street 3rd floor, Lawrence, MA 01840 Attn: Vilma Martinez-Dominguez, Community Development Director or by email at vmartinezdominguez@cityoflawrence.com. All comments must be received by 12:00 noon on June 8, 2018

Executive Summary

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

1. Introduction

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

This document is the 4th year Action Plan for the 5-yr plan. While the Action Plan focuses on CDBG, HOME and ESG assisted activities administered primarily by Community Development Dept (CDD) it is important to note that the City has successfully integrated CDD into a larger new organization, the Office of Planning and Development which also includes Inspectional Services Dept, Business and Economic Development Dept, and the Planning Dept.

2. Summarize the objectives and outcomes identified in the Plan

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

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

- Expansion of economic opportunities through support for small businesses and the redevelopment and investment in commercial properties
- Maximize affordable homeownership opportunities through the redevelopment of vacant, blighting properties and through direct assistance to first-time homebuyers
- Improvement of housing conditions and reduction of lead-based paint exposure through the implementation of lead abatement programs and housing rehabilitation activities

- Strengthen neighborhoods through investments in public infrastructure, parks and open space, and public facilities
- Investment in public services and community facilities that provide new or improved access to programs that serve youth, seniors, and at-risk, vulnerable households
- One slight change made to the identified priorities in the Plan for FY'19 was the elimination of the public infrastructure category under the CDBG RFP for public services. This determination was made based on the fact that only one organization has been applying and receiving funding under this category for the past few years. Taking this into consideration, the City decided to reallocate public infrastructure funds under this category into adult education (ESOL) and youth services to further diversify and maximize CDBG funding under public services.

3. Evaluation of past performance

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

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Over the past year we have seen the following performance: provided down payment assistance to 13 new first time homebuyers, formalized a commitment of HOME funds for the development of 110 units of rental housing, from which 60 will be designated for low-income families, and completed a 2 homeownership units developed by Habitat for Humanity. Continued the use of a distressed property tracking and decision-making system, and were able to bring back to use 25 distressed properties. Our department continues to collaborate with Harvard Kennedy Business School to further improve and streamline the distressed properties management system, and this year we will be implementing the use of a new data tool system that promises to improve efficiency and be more user-friendly. Additionally, we assisted 19 non-profit agencies with CDBG funding to provide program services to low-moderate income individuals.

CDBG funds to draft a Master Plan for O'Connell Park/South Common renovations which will help prioritize the much needed renovations into phases. We are close to completing phase 1 of this project, which included major renovations to walking paths and sidewalk to make them ADA compliant, new granite paver entries on South Union St., removal of decayed trees, steps, and collapsed retaining wall along South Union Street and removal of barbed wire and fence around hockey rink. This was made possible through a combination of PARC grant and CDBG funds. We also installed new play structure and safety surface, sign and bronze plaque at the Gagnon Park, as well as at Bourgoin Square Park, where sod, picnic tables and trash receptacles were a complementary addition to its amenities. Design work has also begun on the Lawrence Manchester Rail Trail supported in part by CDBG funds along with State grant funds. The Open Space & Recreation Plan (2018—2024) draft was submitted and conditionally approved by State pending final revisions, and is due to go out for public input on April 21, 2018.

Lastly, we launched a new Neighborhood Innovation mini Grant program to support community/grassroots driven improvement and beautification projects throughout the City, and 9 organizational partnerships received funding.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Summary from citizen participation section of plan.

In addition to ongoing dialogue with key stakeholders we held 6 public meetings. All the following are rebroadcast on public access cable. Spanish translation is available at the public meetings.

- Thursday, December 7, 2017 Public Hearing/Report on Accomplishments - Public Library
- Thursday January 4, 2018 CDBG Application Workshop – Public Library
- Monday, February 12, 2018 Applicant Presentation CDAB/Public Hearing - S. Lawrence East Middle School
- Tuesday May 1, 2018 City Council Public Hearing – Council Chambers
- Tuesday June 5, 2018 City Council Meeting-Council Chambers

5. Summary of public comments

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

We received no written comments during the Public Comment Period.

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

7. Summary

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

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

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

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

Table 1 – Responsible Agencies

Narrative (optional)

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

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

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

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

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

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

Consolidated Plan Public Contact Information

Questions concerning the Consolidated Plan may be directed to:

Vilma Martínez-Dominguez

Community Development Director

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Lawrence, MA 01840

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

1. Introduction

Under the leadership of Mayor Daniel Rivera, the City of Lawrence has launched a number of exciting and highly participatory initiatives aimed at improving the quality of life for all residents. Partnership, consultation and cross sector collaborations are critical to the future of Lawrence. While the City confronts many challenges, some major initiatives include: expanding the Mayor’s Health Task Force that addresses disparities in health outcomes; a Task Force to address Linguistic Isolation and coordinate the many agencies addressing this issue; and the completion of an urban renewal planning process. The Consolidated Plan and subsequent annual Action Plans seek to build on and incorporate these efforts, all of which have been launched since January 2014. The priorities and strategies identified within the Consolidated Plan are informed by these important initiatives

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

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

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

Since 2013, Lawrence has been part of the “Balance of State Continuum of Care,” which it joined in the interest of efficiency as HUD requirements for individual continuums became increasingly challenging. Notwithstanding their participation in the Balance of State, the City of Lawrence continues to meet regularly with local homeless providers to develop, enhance and coordinate local strategies. At these regular monthly meetings, participating agencies discuss current needs and opportunities to coordinate an effective response. The City realized the importance of coordinating initiatives to serve homeless individuals and families and has recently hired a Homelessness Initiatives Coordinator in April 2017, who works out of the Community Development Department.

As we continue to explore new ways to improve services to the homeless population, several partnerships have been established. For instance, the Homelessness Initiatives Working Group continues to meet monthly to identify and address root causes and socioeconomic factors that impact

homelessness, and to discuss and implement policies, practices and solutions that help improve access to services and the quality of life for homeless individuals. Regular meetings have also been established with the Mayor's Office, Community Development staff, Law Enforcement, Fire Dept., and other Depts., to discuss and address rising issues related to the chronically homeless population which pose public health and/or public safety concerns. The Homelessness Initiatives Coordinator also works in collaboration with local hospitals, the area's primary health clinic and other social services providers to link the homeless population to relevant medical and social services, through established Public Library hours on Fridays, as well as through support coordination of the clinic's mobile health unit.

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

The City of Lawrence is a member of the MA Balance of State Continuum of Care and attends meetings regularly. At the monthly meeting on July 12, 2017, the City consulted with the Continuum of Care regarding the allocation of the ESG funds, the performance standards, and the RFP process which will include mandatory participation in HMIS.

In preparation for the release of the RFP, the Homelessness Initiatives Coordinator attended specialized training last fall to learn more about the ESG and best practices used in Rapid Rehousing Programs. The ESG RFP was subsequently released in February, and an organization was selected to coordinate these services.

The Homelessness Initiatives Working Group of the Mayor's Health Task Force serves as an ideal platform for continued discussions and to update members on the implementation of the ESG funding. Established in June 2017, the Homelessness Initiatives Working Group is composed of 20 member organizations that serve the homeless, advocates, law enforcement, faith-based community, municipal government staff, and state representatives.

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

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

Table 2 – Agencies, groups, organizations who participated

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

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

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

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

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

10	Agency/Group/Organization	LAZARUS HOUSE
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session. The issues identified related to provision of services to homeless and at-risk persons. The anticipated outcome is program focus on workforce development. Outcomes: Agency has played key role in Mayor meetings around Homeless Individuals living outside.
11	Agency/Group/Organization	Lawrence Veterans Services
	Agency/Group/Organization Type	Services-Persons with Disabilities Services-homeless Services-Health Services-Education Grantee Department
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Department was consulted during a stakeholder session. The Department identified the growing number of veterans and the number of homeless veterans as issues. The coordination of homeless response and linkages to Veterans benefits were seen as areas for improved coordination. Update: Based on recent outreach the one homeless individual self-identified as a veteran has been provided assistance.

12	Agency/Group/Organization	EMMAUS INC
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session. The agency identified workforce development and economic opportunities, homeless prevention, and stabilization service as priority needs. The anticipated outcome is a renewed focus on linking mainstream service to homeless programs but with additional support services.
13	Agency/Group/Organization	Mayor's Health Task Force
	Agency/Group/Organization Type	Services-Health Mental Health
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The MHTF is a broad based collaborative of health care and social service providers with a mission to development healthy public policies and increase the community capacity to address health disparities. The CDD serves as the fiscal agent and the director sits on the executive committee. The CDD continuously engages with MHTF regarding health disparities and in that context receives guidance on homelessness, park development and stewardship, and complete streets infrastructure</p>
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Identify any Agency Types not consulted and provide rationale for not consulting

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

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Commonwealth of Mass- Department of Housing and Community Development	The Commonwealth's Continuum of Care establishes at-risk prevention services, rapid re-housing, and linkages to affordable housing as its chief priorities. The Lawrence Consolidated Plan and Annual Action Plan share those goals.
Lawrence Housing Study	Community Development Department	The Lawrence Housing Study has been completed. The study provides in depth information about housing and market conditions. http://www.cityoflawrence.com/housing-study-2015.aspx
Downtown West Study	Office of Planning and Development	This study, which was completed in January 2015, provides guidance on how to take advantage of the growth of the downtown campus of Northern Essex Community College (NECC). This study overlaps with the Strategic Plan emphasis on economic development. http://www.cityoflawrence.com/lawrence-downtown-west-planning-study.aspx
Coordinating Action in the North Canal District	Office of Planning and Development	The redevelopment of the mills, as outlined in this plan, will help support the City's economic development initiatives outlined in the Strategic Plan. North Canal Coalition meets regularly GWL is the convener

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Urban Renewal Plan	Lawrence Redevelopment Authority with staff support from Business & Economic Dev Dir.	The Plan will identify action steps that the LRA and other public and private partners can take to advance four key goals: Economic development, job creation, Improved quality of life, fiscal stability. Expands on discussion in Strategic Plan http://lawrencetbd.com/
South Canal District (Merrimack Street West) Land	Office of Planning and Development	To guide land use and redevelopment of Merrimack St between Union and Broadway. Enhances and continues economic development discussion in the Strategic Plan. http://www.southcanaldistrict.com/
OConnell South Common Planning	Community Development Dept	To identify park improvement needs and development a comprehensive improvement strategy leading to a PARC grant app. Will enhance and implement Strategic Plan

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

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

The City of Lawrence has been engaged in a number of initiatives to solicit citizen input that lead to a holistic and responsive set of services. From health needs assessments to focus group sessions to outreach in traditional media, the input from citizens influences the type and level of services provided by the City, as well as the way these services are being delivered. The breaking down of silos between City agencies as well as between public and private partners has resulted in a clearer articulation of priorities and paved the way for successful collaborations that have allowed the City of Lawrence to successfully compete for and receive millions of dollars in funding from private, state and federal funding sources for lead abatement, family services, and redevelopment projects. The City leadership stays close to the community by having a City staff person, traditionally the Neighborhood Planner, attend every meeting of each of the Neighborhood Associations in the City.

In the preparation of the Consolidated Plan and this fourth year Action Plan, CDD was able to capitalize on the citizen engagement initiatives and public-private partnerships. In addition to utilization of the data from the City's Housing Study, the Public Health Survey, and the North Canal, South Canal, and Downtown Studies, the CDD conducted a televised public hearing with Spanish translation available.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
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Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Hearing	Minorities Non-targeted /broad community	On 12/7/17 the Community Development Department conducted a public hearing to discuss past performance, explain the Action Plan process and timeline, and to solicit input into community need. The Hearing was televised on a local cable access channel.	No comments were received	NA	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Focus Group	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Persons with</p>	<p>The Lawrence Community Health Needs Assessment public survey was completed by 156 residents and 231 health or social service providers. The public survey</p>	<p>Unemployment impacts all other aspects of life, ranging from one's ability to address health issues to community cohesion and housing. 8.6% of Lawrence residents who responded to the survey were unemployed. Crime was also cited as a major stressor. Obesity, drugs and alcohol abuse, and depression</p>	<p>All comments were accepted.</p>	<p>http://www.lawrencegeneral.org/uploads/CHNA%20%20Assessment_Final.pdf</p>

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Public Meeting	Minorities Non-English Speaking - Specify other language: Spanish Non-targeted /broad community	January 4, 2018 Workshop on CDBG applications. About 6 citizens attended, most representing non-profits as potential applicants for funds.	Questions about City priorities, what kind of applications get funded, what is the timing for decisions, what kind of detail is expected in various sections of application	All comments were accepted	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
5	Public Meeting	Non-targeted /broad community	The Community Development Advisory Board conducted a Public meeting on 2/12/2018 to hear presentations on resource allocations. During the meeting, project proponents had an opportunity to overview their project(s).	Participants discussed the need for continued focus on programs for youth and ESOL programs.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
6	Public Meeting	Non-targeted /broad community	The draft Annual Action Plan was presented by the Community Development Department to the City Council Budget and Finance Committee at an April	A City Councilor asked if the Mayor made any changes to the recommendation of the Advisory Board (he did increase ESOL programs and youth employment programs which are his focus). The Councilor asked if they could be provided with a chart showing the Advisory Board, 2018	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
7	Public Meeting	Non-targeted /broad community	Public meeting scheduled at City Council Meeting on 5/1/2018. City Council will solicit input on the Plan.	Summary will be provided after the meeting on 5/1/18.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of response /attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
8	Public Meeting	Non-targeted /broad community	A Public meeting was held on July 26, 2017 at the Community Development Department to solicit input on the proposed use of ESG funds. Representatives from 2 non-profit agencies attended.	A representative from the Daybreak Shelter indicated that the proposed plan to assist homeless individuals rather than families with the ESG funds is a wise decision. There are other resources dedicated to assisting families experiencing homelessness.	All comments were accepted.	

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

The City anticipates receipt of CDBG funds in the amount of approximately \$1,500,000 annually. To maximize the impact of the CDBG Entitlement funds, the City has aggressively and successfully secured significant grant funds, and encourages all partners and projects to leverage additional dollars.

As a HOME Investment Partnership program Entitlement Community, the City will receive approximately \$630,000 annually to support direct assistance to moderate income homebuyers and to subsidize the development cost of affordable housing projects. Currently the City expects to assist 2 redevelopments (5 Franklin Street and the Van Brodie Mill) that are awaiting other funding including LIHTC.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,742,830	0	0	1,742,830	1,742,830	CDBG funds are anticipated to remain consistent over the 5 year period.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	930,233	0	0	930,233	930,233	HOME funds are estimated to remain consistently funded over the five year period.
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	0	0	0	0	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	137,175	0	0	137,175	137,175	This is the second allocation of ESG funds since PY2003. No idea if funding will continue.

Table 5 - Expected Resources – Priority Table

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

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

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

Affordable Housing Resources: Affordable Housing Developments are likely to utilize a variety of State Housing Resources including Housing Bond funds, Mass Rental Voucher program, and private mortgage financing, particularly for 4 homeownership units by Bread and Roses Housing. Low-Income Housing Tax Credits, Historic Tax Credits, and Federal Home Loan funds are anticipated to be part of financing for multi-family projects, including the Van Brodie Mill redevelopment of 101 units.

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

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

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

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

The City has no HOME match requirement.

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

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

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

Due to the large number of distressed properties in the City, the Distressed Properties Task Force was established three years ago. This task force is composed of a hand-selected group of key stakeholders brought together by Mayor Rivera who meet weekly to review the list of distressed properties, prioritize them based on a set of indicators, and create a plan of action to tackle said properties. Members include representatives from the fire department and police department, city attorney, chief of staff, treasurer, inspectional services director, inspector, homeowner program officer, housing manager, business and economic development director, and asset officer. Recovered and rehabilitated properties go back into the market to increase the housing supply for Lawrence residents. This successful effort resulted in 25 distressed properties being brought back to use in 2017.

Discussion

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

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Economic Development	2015	2020	Non-Housing Community Development		Economic Development	CDBG: \$287,170	Other: 1 Other
2	Affordable Housing	2015	2020	Affordable Housing		Affordable Housing	CDBG: \$200,000 HOME: \$596,325	Rental units rehabilitated: 20 Household Housing Unit Homeowner Housing Added: 9 Household Housing Unit Homeowner Housing Rehabilitated: 12 Household Housing Unit Direct Financial Assistance to Homebuyers: 15 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Public Parks	2015	2020	Non-Housing Community Development		Public Parks, Facilities and Infrastructure	CDBG: \$220,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 15000 Persons Assisted
4	Public Infrastructure	2015	2020	Non-Housing Community Development		Public Parks, Facilities and Infrastructure	CDBG: \$310,863	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted
5	Public Services	2015	2020	Non-Homeless Special Needs Non-Housing Community Development		Public Services	CDBG: \$191,000	Public service activities other than Low/Moderate Income Housing Benefit: 224 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Homeless Assistance	2015	2020	homeless		Homeless Services	CDBG: \$10,000 ESG: \$126,443	Tenant-based rental assistance / Rapid Rehousing: 20 Households Assisted Homeless Person Overnight Shelter: 5 Persons Assisted Homelessness Prevention: 5 Persons Assisted
7	Planning and Administration	2015	2019	Planning and Administration		Economic Development Affordable Housing Public Parks, Facilities and Infrastructure Public Services Homeless Services	CDBG: \$304,758 HOME: \$66,258 ESG: \$10,252	Other: 1 Other

Table 6 – Goals Summary

Goal Descriptions

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

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

Projects

AP-35 Projects – 91.220(d)

Introduction

The five Consolidated Plan goals represent the high priority needs for the City of Lawrence and serve as the basis for the Year 4 Annual Action Plan. Those priorities are:

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

The following year 4 projects are recommended based on the Needs Assessment, on-going project commitments, and the RFP process:

Projects

#	Project Name
1	Music Clubhouse
2	Keystone Program
3	YDO Summer 2018
4	Quintana Center Adult ESOL & Citizenship Program
5	SISU Workforce Development Program
6	Notre Dame Education Center-Lawrence ESOL
7	Project Away 2018 Summer Program
8	Elderly Group Nueva Esperanza
9	Spanish HiSET Program with ESOL
10	IIGL ESOL Classes
11	English Communication fro Employment
12	Canal Street Boxing, Inc.

#	Project Name
13	Youth Jobs & Leadership Training
14	Urban Adventures Summer 2018
15	Green Team Summer 2018
16	Greater Lawrence Community Boating Program
17	LCW ESOL Classes
18	Movement City
19	Park Improvements
20	2016 Lead Grant Match
21	Infrastructure Improvements
22	Emmaus Fresh Start
23	CDBG Homeowner Rehabilitation
24	Gateway Sec 108 Loan Payment
25	CDBG Administration
26	Housing Rehabilitation
27	First Time Homebuyer Down-payment Assistance
28	CHDO Operating
29	CHDO Set-Aside
30	Housing Development Projects
31	HOME Administration

Table 7 - Project Information

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

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

In Year 4 of the Consolidated Plan, the City has allocated funding that addresses unmet priority needs while honoring its obligations for prior year Section 108 loans. The Section 108 projects were essential Public Infrastructure and Public Facilities projects that made physical improvements to city systems and public facilities. CDBG funds are also pledged as matching funds to leverage significant additional resources. The Housing Rehabilitation/Lead Paint funding and Park funds are matching funds. Public Service Activity programs have been selected after an extensive RFP process including review and recommendations by a community-based panel.

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

AP-38 Project Summary
Project Summary Information

1	Project Name	Music Clubhouse
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$12,500
	Description	The Lawrence Music Club house is an innovative after-school program that provides hundreds of Lawrence youth ages 10 to 18 years, who otherwise would not have access to music exploration, with concrete opportunities to perform, record, and pursue music and arts education at no cost.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	13 youth
	Location Description	Merrimack Valley YMCA, 40 Lawrence Street, Lawrence, MA 01840
	Planned Activities	The Lawrence Music Club house is an innovative after-school program that provides hundreds of Lawrence youth ages 10 to 18 years, who otherwise would not have access to music exploration, with concrete opportunities to perform, record, and pursue music and arts education at no cost.
2	Project Name	Keystone Program
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$9,000
	Description	The Keystone Program provides 5 teens with activities that promote college and career preparedness as well as community service projects that focus on the development of leadership skills.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	9 youth
	Location Description	Boys & Girls Club of Lawrence, 136 Water Street, Lawrence, MA 01840
	Planned Activities	<table border="0" cellpadding="0" cellspacing="0" width="1308" height="68"><tbody><tr height="68"><td height="68" class="xl67" width="508">The Keystone Program provides 5 teens with activities that promote college and career preparedness as well as community service projects that focus on the development of leadership skills.</td></tr></tbody></table>
3	Project Name	YDO Summer 2018
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$12,500
	Description	YDO Summer 2018 is a five-week summer enrichment program (serving approx. 140 students in grades 3-8) that is planned, managed and delivered by a leadership cohort of 40 high school and college students who have grown up with YDO.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	13 youth
	Location Description	Youth Development Organization, Inc., 15 Union Street, #563, Lawrence, MA 01840
	Planned Activities	YDO Summer 2018 is a five-week summer enrichment program (serving approx. 140 students in grades 3-8) that is planned, managed and delivered by a leadership cohort of 40 high school and college students who have grown up with YDO.
4	Project Name	Quintana Center Adult ESOL & Citizenship Program
	Target Area	

	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$15,000
	Description	The Quintana Center Adult ESOL & Citizenship Program provides civic education, English language skills, and Citizenship programs to economically disadvantaged, limited English speaking immigrants living in the City of Lawrence.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 adults
	Location Description	Quintana Center, 404 Haverhill Street, Lawrence, MA 01841
	Planned Activities	<table border="0" cellpadding="0" cellspacing="0" width="1325" height="68"><tbody><tr height="68"><td height="68" class="xl67" width="508">The Quintana Center Adult ESOL & Citizenship Program provides civic education, English language skills, and Citizenship programs to economically disadvantaged, limited English speaking immigrants living in the City of Lawrence.</td></tr></tbody></table>
5	Project Name	SISU Workforce Development Program
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$15,000
	Description	The Lawrence Family Development SISU Project works with the most proven risk young people in the City of Lawrence, providing alternative education, mental health and social-emotional services, and workforce development training.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 young adults

	Location Description	SISU Center, 417 Canal Street, Lawrence, MA 01840
	Planned Activities	<table border="0" cellpadding="0" cellspacing="0" width="1325" height="68"><tbody><tr height="68"><td height="68" class="xl66" width="508">The Lawrence Family Development SISU Project works with the most proven risk young people in the City of Lawrence, providing alternative education, mental health and social-emotional services, and workforce development training.</td></tr></tbody></table>
6	Project Name	Notre Dame Education Center-Lawrence ESOL
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$20,000
	Description	The need for ESOL programs in Lawrence is great. The city-wide list for ESOL classes developed by the Mayor's ESOL Task Force is currently 1,374 and, combined with our own wait list and the wait list for Lawrence adult education programs funded by the Department of Elementary and Secondary Education, exceeds 1,700 people waiting to enter classes. The poverty rate in Lawrence continues to be more than double that of the state (28.4% Lawrence, 11.6% MA - ACS 2015). Evening classes are in great demand as students often work at low paying jobs during the day or are unemployed and can only attend evening classes due to child care availability. These students need English language skills to get a job or advance in their job. The evening class funded by CDBG has been consistently full with a waiting list.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	20 adults
	Location Description	Notre Dame Education Center-Lawrence, 354 Merrimack Street, Suite 210, Lawrence, MA 01843

	Planned Activities	<table border="0" cellpadding="0" cellspacing="0" height="187" width="1310"> <tr> <td style="width: 508"> <p>The need for ESOL programs in Lawrence is great. The city-wide list for ESOL classes developed by the Mayor's ESOL Task Force is currently 1,374 and, combined with our own wait list and the wait list for Lawrence adult education programs funded by the Department of Elementary and Secondary Education, exceeds 1,700 people waiting to enter classes. The poverty rate in Lawrence continues to be more than double that of the state (28.4% Lawrence, 11.6% MA - ACS 2015). Evening classes are in great demand as students often work at low paying jobs during the day or are unemployed and can only attend evening classes due to child care availability. These students need English language skills to get a job or advance in their job. The evening class funded by CDBG has been consistently full with a waiting list.</p> </td> </tr> </table>	<p>The need for ESOL programs in Lawrence is great. The city-wide list for ESOL classes developed by the Mayor's ESOL Task Force is currently 1,374 and, combined with our own wait list and the wait list for Lawrence adult education programs funded by the Department of Elementary and Secondary Education, exceeds 1,700 people waiting to enter classes. The poverty rate in Lawrence continues to be more than double that of the state (28.4% Lawrence, 11.6% MA - ACS 2015). Evening classes are in great demand as students often work at low paying jobs during the day or are unemployed and can only attend evening classes due to child care availability. These students need English language skills to get a job or advance in their job. The evening class funded by CDBG has been consistently full with a waiting list.</p>
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7	Project Name	Project Away 2018 Summer Program	
	Target Area		
	Goals Supported	Public Services	
	Needs Addressed	Public Services	
	Funding	CDBG: \$10,000	
	Description	Si, Se Puede - Project Away 2018 Summer Program will provide low-income Lawrence youth with high quality educational and recreational opportunities through both on-site activities for educational skill development in Math and English as well as recreational and educational off-site field trips.	
	Target Date	6/30/2019	
	Estimate the number and type of families that will benefit from the proposed activities	10 youth	
	Location Description	Si, Se Puede, Inc., 68 Melvin Street, Apt.12-17, Lawrence, MA 01841	
Planned Activities	Si, Se Puede - Project Away 2018 Summer Program will provide low-income Lawrence youth with high quality educational and recreational opportunities through both on-site activities for educational skill development in Math and English as well as recreational and educational off-site field trips.		
8	Project Name	Elderly Group Nueva Esperanza	

	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$10,000
	Description	The goal of this program is to provide educational training, emotional and social support to elders to improve their quality of life in the areas of language literacy. English as a second Language, healthy relationships and physical, emotional and environmental health.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	10 elders
	Location Description	Centro de Apoyo Familiar, 18 Franklin Stret, Lawrence, MA 01840
	Planned Activities	The goal of this program is to provide educational training, emotional and social support to elders to improve their quality of life in the areas of language literacy. English as a second Language, healthy relationships and physical, emotional and environmental health.
9	Project Name	Spanish HiSET Program with ESOL
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$20,000
	Description	The Adult Learning Center will provide 1 class (15 students per class) for citizens to receive a Massachusetts credential of High School equivalence; students in the job market; these skills will assist these citizens as they enter a job training program and/or enroll in a post-secondary education program.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	20 adults

	Location Description	Adult Learning Center, 147 Haverhill Street, Lawrence, MA 01841
	Planned Activities	The Adult Learning Center will provide 1 class (15 students per class) for citizens to receive a Massachusetts credential of High School equivalence; students in the job market; these skills will assist these citizens as they enter a job training program and/or enroll in a post-secondary education program.
10	Project Name	IIGL ESOL Classes
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$20,000
	Description	International Institute of Greater Lawrence (IIGL) will expand its current English program and will add three additional ESOL classes to serve at least sixty-low-moderate income Lawrence residents.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	20 adults
	Location Description	International Institute of Greater Lawrence, 125 Amesbury Street, Lawrence, MA 01841
Planned Activities	International Institute of Greater Lawrence (IIGL) will expand its current English program and will add three additional ESOL classes to serve at least sixty-low-moderate income Lawrence residents.	
11	Project Name	English Communication fro Employment
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$12,000

	Description	Merrimack Valley Immigrant & Education Center (MVIIEC)'s English Communication for Employment (ECE) Program addresses the pressing need for non-English speaking heads of household to improve their English proficiency and "soft employment skills" so that they can improve the quality of life for their family and establish economic sustainability through: securing gainful employment retention and advancement, working to eliminate the burden on their children who serve as interpreters and supporting their children's education.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	12 adults
	Location Description	Merrimack Valley Immigrant & Education Center, 439 South Union Street, Lawrence, MA 01843
	Planned Activities	Merrimack Valley Immigrant & Education Center (MVIIEC)'s English Communication for Employment (ECE) Program addresses the pressing need for non-English speaking heads of household to improve their English proficiency and "soft employment skills" so that they can improve the quality of life for their family and establish economic sustainability through: securing gainful employment retention and advancement, working to eliminate the burden on their children who serve as interpreters and supporting their children's education.
12	Project Name	Canal Street Boxing, Inc.
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$5,000
	Description	The need of our program such as Canal Street Boxing Inc. is essential in promoting a safe and secure environment for the kids of Lawrence and the Greater Merrimack Valley.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	5 youth
	Location Description	Canal Street Boxing, Inc., 250 Canal Street, Lawrence, MA 01840
	Planned Activities	Teach the art and discipline of boxing to youth.
13	Project Name	Youth Jobs & Leadership Training
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$15,000
	Description	ACT Lawrence Youth Jobs & Leadership Training program provides up to 30 youth summer jobs, leadership skills, financial workshops and community based activities.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 youth
	Location Description	ACT Lawrence, Inc., 530 Broadway, Suite 302, Lawrence, MA 01841
	Planned Activities	ACT Lawrence Youth Jobs & Leadership Training program provides up to 30 youth summer jobs, leadership skills, financial workshops and community based activities.
14	Project Name	Urban Adventures Summer 2018
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$10,000
	Description	Urban Adventures provides Lawrence elementary and middle school youth with hands on educational summer programming to engage youth in outdoor recreation, science based environmental learning and healthy food education.

	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	10 youth
	Location Description	Groundwork Lawrence, Inc., 50 Island Street, Suite 101, Lawrence, MA 01840
	Planned Activities	Urban Adventures provides Lawrence elementary and middle school youth with hands on educational summer programming to engage youth in outdoor recreation, science based environmental learning and healthy food education.
15	Project Name	Green Team Summer 2018
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$15,000
	Description	Groundwork Lawrence's Green Team summer program gainfully employs 36 young adults aged 14-24 to prepare them with essential employment skills, mentorship, and experiences to empower and develop the next generation of social and environmental leaders in Lawrence.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 youth
	Location Description	Groundwork Lawrence Inc., 50 Island Street, Suite 101, Lawrence, MA 01841
	Planned Activities	Groundwork Lawrence's Green Team summer program gainfully employs 36 young adults aged 14-24 to prepare them with essential employment skills, mentorship, and experiences to empower and develop the next generation of social and environmental leaders in Lawrence.
16	Project Name	Greater Lawrence Community Boating Program
	Target Area	

	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$15,000
	Description	Greater Lawrence Community Boating Program will provide free after-school and summer experiences in boating, recreation, and leadership development for a minimum of 30 (though more will benefit) low and moderate-income youth.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 youth
	Location Description	Greater Lawrence Community Boating Program, One Eaton Street, Lawrence, MA 01843
	Planned Activities	Greater Lawrence Community Boating Program will provide free after-school and summer experiences in boating, recreation, and leadership development for a minimum of 30 (though more will benefit) low and moderate-income youth.
17	Project Name	LCW ESOL Classes
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$20,000
	Description	Lawrence CommunityWorks (LCW) provides three ESOL classes in the evenings during each semester (September-December) and (January-May). These industry-specific, contextualized classes serve people with Student Performance Levels (SPL) of 0-6, and help to increase the English-language proficiency, job readiness, and employment outcomes of non-native speakers with limited or no knowledge of English. CDBG funds will be used to pay staff and instructors.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	20 adults
	Location Description	Lawrence CommunityWorks Inc., 168 Newbury Street, Lawrence, MA 01841
	Planned Activities	Lawrence CommunityWorks (LCW) provides three ESOL classes in the evenings during each semester (September-December) and (January-May). These industry-specific, contextualized classes serve people with Student Performance Levels (SPL) of 0-6, and help to increase the English-language proficiency, job readiness, and employment outcomes of non-native speakers with limited or no knowledge of English. CDBG funds will be used to pay staff and instructors.
18	Project Name	Movement City
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$15,000
	Description	Lawrence CommunityWorks's (LCW) Movement City Youth Network (MC) is a youth-driven space for 10-18 year olds, offering programming dedicated to exploring the arts: manipulative art (fashion, photography and mixed media), performance art (dance, voice and poetry), digital art (animation and graphic design) as well as providing academic support, leadership development, entrepreneurship and community service opportunities.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 youth
	Location Description	Lawrence CommunityWorks Inc., 168 Newbury Street, Lawrence, MA 01841

	Planned Activities	Lawrence CommunityWorks's (LCW) Movement City Youth Network (MC) is a youth-driven space for 10-18 year olds, offering programming dedicated to exploring the arts: manipulative art (fashion, photography and mixed media), performance art (dance, voice and poetry), digital art (animation and graphic design) as well as providing academic support, leadership development, entrepreneurship and community service opportunities.
19	Project Name	Park Improvements
	Target Area	
	Goals Supported	Public Parks
	Needs Addressed	Public Parks, Facilities and Infrastructure
	Funding	CDBG: \$260,000
	Description	Funds will be used mainly as a match to a state PARC grant for phase II renovations to O'Connell Park/South Common as well as any other minor improvements to other public parks.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	1,000 families
	Location Description	O'Connell Park, 170 Market Street, Lawrence MA 01843
	Planned Activities	Installation of lights along walking paths, multi-sport courts, site furnishings, volleyball courts, removal of overhead electric service, signage, bronze plaques.
20	Project Name	2016 Lead Grant Match
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$175,000
	Description	Funds used to match a lead abatement grant from the Office of Healthy Homes and Lead Hazard Control.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	75 low-mod families with children under 6
	Location Description	City wide
	Planned Activities	Funds will be used for lead abatement, relocation stipends, relocation hotel costs, registry of deeds filings, credit reports, titel searches, lead inspections and project delivery costs.
21	Project Name	Infrastructure Improvements
	Target Area	
	Goals Supported	Public Infrastructure
	Needs Addressed	Public Parks, Facilities and Infrastructure
	Funding	CDBG: \$261,468
	Description	Funds will be used to support various infrastructure improvements including but not limited to community gardens, neighborhood innovation projects, sidewalk improvements, rail trail, etc.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	1,000 families
	Location Description	City-wide
	Planned Activities	Funds will be used to support various infrastructure improvements including but not limited to community gardens, neighborhood innovation projects, sidewalk improvements, rail trail, etc. Eligible costs will also include advertising, design, engineering and project delivery costs.
22	Project Name	Emmaus Fresh Start
	Target Area	
	Goals Supported	Homeless Assistance
	Needs Addressed	Homeless Services
	Funding	CDBG: \$10,000

	Description	Funds are used to match a CoC Program Grant awarded to Emmaus Inc. to serve homeless individuals in Lawrence.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	14 homeless individuals
	Location Description	scattered units City wide
	Planned Activities	Support to cover case management costs for 14 homeless individuals in Lawrence.
23	Project Name	CDBG Homeowner Rehabilitation
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$150,000
	Description	Rehabilitation costs including project delivery for income eligible owner occupied houses (1-4 units) to bring up to HQS.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	50 families
	Location Description	City-wide
	Planned Activities	Rehabilitation costs, credit reports, title searches, registry of deeds recordings, proejst delivery costs.
24	Project Name	Gateway Sec 108 Loan Payment
	Target Area	
	Goals Supported	Economic Development
	Needs Addressed	Economic Development
	Funding	CDBG: \$286,796
	Description	Planned repayment of principal and interest for a Section 108 loan.

	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	n/a
	Location Description	n/a
	Planned Activities	Payment of principal and interest.
25	Project Name	CDBG Administration
	Target Area	
	Goals Supported	Planning and Administration
	Needs Addressed	
	Funding	CDBG: \$348,566
	Description	Administrative costs including but not limited to salaries, benefits, rental of space, custodial services, office supplies, travel, dues and memberships, employee training, etc.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	n/a
	Location Description	Office of Planning & Development, 225 Essex Street, Lawrence, MA 01840
	Planned Activities	Administrative costs including but not limited to salaries, benefits, rental of space, custodial services, office supplies, travel, dues and memberships, employee training, etc.
26	Project Name	Housing Rehabilitation
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	HOME: \$122,675
	Description	Rehabilitation of low-moderate income owner occupied housing (1-4 units) to bring the units up to HQS.

	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15 low/mod income families
	Location Description	City-wide
	Planned Activities	Rehabilitation of low-moderate income owner occupied housing (1-4 units) to bring the units up to HQS.
27	Project Name	First Time Homebuyer Down-payment Assistance
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	HOME: \$200,000
	Description	Down-payment assistance to income eligible first time home buyers to purchase a home in Lawrence.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	15-20 families
	Location Description	City-wide
	Planned Activities	Down-payment assistance to income eligible first time home buyers to purchase a home in Lawrence. Also includes project delivery costs.
28	Project Name	CHDO Operating
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	HOME: \$25,000
	Description	Operating funds for a certified CHDO.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	1 certified CHDO
	Location Description	City wide
	Planned Activities	Operating funds for a certified CHDO.
29	Project Name	CHDO Set-Aside
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	HOME: \$139,535
	Description	15% statutory set-aside for a certified CHDO.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	11 families
	Location Description	city-wide
	Planned Activities	15% statutory set-aside for a certified CHDO.
30	Project Name	Housing Development Projects
	Target Area	
	Goals Supported	Affordable Housing
	Needs Addressed	Affordable Housing
	Funding	HOME: \$350,000
	Description	Assistance to non-profit or for-profit developers to create additional affordable housing units.
	Target Date	6/30/2019

	Estimate the number and type of families that will benefit from the proposed activities	11 families
	Location Description	City-wide
	Planned Activities	Assistance to non-profit or for-profit developers to create additional affordable housing units.
31	Project Name	HOME Administrtaion
	Target Area	
	Goals Supported	Planning and Administration
	Needs Addressed	
	Funding	HOME: \$93,023
	Description	Administrative cost including but not limited to salaries, benefits, advertising, office supplies, training, etc.
	Target Date	6/30/2019
	Estimate the number and type of families that will benefit from the proposed activities	n/a
	Location Description	Office of Planning & Development , 225 Essex Street, 3rd floor, Lawrence, MA 01840
Planned Activities	Administrative cost including but not limited to salaries, benefits, advertising, office supplies, training, etc.	

AP-50 Geographic Distribution – 91.220(f)

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

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

O'Connell Park improvements are in Census Tract 2516. In the Year 4 Annual Plan the City has allocated significant amounts of available resources via public services to programs that operate City-wide and serve low income persons. The Section 108 Loan payments represent 23% of City Entitlement funds. Housing Rehabilitation/Lead Paint and Public Services serve priority needs that exist City-wide. The public services are available to LMI persons citywide. HOME funds are available City-wide with development approved based on quality of application including revitalization considerations, and homebuyer assistance is based on individual buyer decisions.

Geographic Distribution

Target Area	Percentage of Funds

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

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

Discussion

Please see above discussions

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

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

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

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

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

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	71
The Production of New Units	9
Rehab of Existing Units	35
Acquisition of Existing Units	15
Total	130

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

Discussion

Existing data and community consultations clearly identify the need to improve the quality of its aged housing stock and to reduce the impacts of lead hazards. The limited HOME allocation funds a mix of projects to meet both rental and ownership needs and goals. We will fund 10-15 new home owners through downpayment assistance. We will support both for profit and non profit developers in creation of new rental units either through adaptive reuse of mill properties or new construction, typically in fill type construction.

AP-60 Public Housing – 91.220(h)

Introduction

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

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

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

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

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

Additionally, the City supports the LHA efforts to increase economic

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

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

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

The LHA is not troubled.

Discussion

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

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

Introduction

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

Homelessness Initiatives Coordinator position which is funded with City General Fund money and Determination of Need (DoN) funds from Lawrence General Hospital. The Coordinator position was filled in April 2017 with a very qualified individual with a passion for working with the homeless population.

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

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

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

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

Addressing the emergency shelter and transitional housing needs of homeless persons

The City is providing CDBG funds to Emmaus as part of their match for the Fresh Start project funded through the Continuum of Care Grant program. Fresh Start is a permanent supportive housing leasing program targeting 14 chronically homeless individuals with 4 slots set aside for veterans.

HOME funds are allocated each year to CHDO's and other housing developers for the creation of affordable units of housing. Bread and Roses Housing often targets their housing projects to families at 0-30% AMI.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to

permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

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

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

The Balance of State CoC launched a Coordinated Entry System for individuals and families and the City was an active participant in the creation of this system which will prioritize individuals with the greatest needs using a tool to determine vulnerability. The City also hosted a training for the Coordinated Entry System at the Community Development Department.

As part of the effort to eliminate veteran chronic homelessness, Community Development staff have participated along with staff from DHCD in conference calls with a technical assistance provider under the Vets@Home TA program funded by HUD. These calls have resulted in the creation of a homeless veteran's master list that tracks every homeless veteran in the Balance of State CoC that has been identified and the efforts taken to get the veteran into housing.

The city will target Emergency Solutions Grant (ESG) funds to employ best practice rapid re-housing activities to help move homeless persons quickly into permanent housing. In this first year of ESG the city will direct all the funds to rapid re-housing activities because of our positive results in the HPRP program. Additionally, the continued use of the Balance of State CoC coordinated and comprehensive intake assessment system will further ensure that the most vulnerable chronic homeless individuals and families will be prioritized and more quickly and appropriately placed in permanent, sustainable housing settings.

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

The City of Lawrence works with state partners to ensure that people being discharged from publicly funded institutions are not discharged into homelessness. The Massachusetts Department of Mental Health has designated several managers as representatives to the Balance of State CoC and the MA ICHH who work on discharge planning. These managers are responsible for working with and monitoring all CoC providers providing mental health services and they work on discharge planning for participants with severe and chronic mental health issues. Several of the providers are also active CoC members. DMH works with other state agencies and their providers around mental health issues, street outreach and discharge planning. DMH is the state agency responsible for ensuring persons being discharged from the public mental health (MH) system are not discharged into homelessness.

Discussion

Please see discussions above.

AP-70 HOPWA Goals– 91.220 (I)(3)

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

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

Introduction:

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

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

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

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

High construction costs relative to attainable rents without subsidies

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

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

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

The public policies that serve as barriers to affordable housing are not within the control of the City of Lawrence. Yet, the City proposes the following actions to lessen the impact of public policies:

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

Discussion:

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The Comprehensive Housing Study completed in August 2015 contains a thorough discussion of housing issues and strategic options and readers may find the document on the City’s web site.

<http://www.cityoflawrence.com/SharedFiles/Download.aspx?pageid=537&mid=1174&fileid=14639>

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

In addition to participating in regional housing planning efforts, we are also working with our regional planning office on finalizing and subsequently adopting the Lawrence Housing Production Plan for 2018—2022. The resulting housing goals and strategies will further help to address housing needs based on housing, demographics, trends and projections. The City is also in the process of submitting an application to become a designated Housing Choice community, unlocking the possibilities and earning preferential access to state grant programs and the chance to apply for a new dedicated grant program.

AP-85 Other Actions – 91.220(k)

Introduction:

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

Actions planned to address obstacles to meeting underserved needs

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

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

Actions planned to foster and maintain affordable housing

We allocated additional rehabilitation funding for FY'19, considering the increase in the number of homeowners on the waitlist (from 30 to 192 in past two years) for this program.

Actions planned to reduce lead-based paint hazards

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

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

Actions planned to reduce the number of poverty-level families

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

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

Actions planned to develop institutional structure

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

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

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

- Convene Mayoral task forces on a number of important initiatives such as health and the provision of ESOL classes
- Participate in public-private partnerships such as the Lawrence Partnership and the North Canal Coalition.
- Encourage and support residential development of currently vacant space in the downtown area.

Discussion:

Please see discussions above.

Program Specific Requirements

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

Introduction:

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

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

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

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

Other CDBG Requirements

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

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(I)(2)

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

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as follows:

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

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

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

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

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

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

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

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

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

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

Attached

2. If the Continuum of Care has established centralized or coordinated assessment system that

meets HUD requirements, describe that centralized or coordinated assessment system.

The City of Lawrence is a member of the MA Balance of State Continuum of Care. The Balance of State Continuum of Care has established a coordinated assessment system. The primary contact for the system is Joanna.Bowen@state.ma.us.

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

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

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

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

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

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

The City of Lawrence is part of the governance structure of the Balance of State Continuum of Care, and it is our understanding this requirement does not apply to State CoC's (even though it is a goal). However, the City believes that effective implementation of ESG locally will benefit from direct consultation with the homeless or formerly homeless within Lawrence city limits. The City intends to task it new Homelessness Initiatives Coordinator with making this contact, which will in turn inform the City's RFP process and start-up of a rapid re-housing program. Consultation will continue during implementation of this grant. Further, the City will consider making a consultation process a part of the contract requirements for sub recipients.

5. Describe performance standards for evaluating ESG.

The performance standards will be established as part of the contract with each sub recipient. The primary performance standard will be placing homeless individuals into permanent housing with case management that supports stability. The performance numbers will be based on the City's evaluation and acceptance of sub recipients proposals We will balance rent payments with case management as our ultimate goal is a homeless individual in a permanent sustained housing solution. We are mindful at this time that future funding of ESG is uncertain (see discussion below) so our performance standards must take this into account. After placement in a permanent housing situation our performance goal is 80% of clients maintaining their permanent housing status.

The allocation of Emergency Solutions Grant funding was a surprise to the City when it was notified this spring. The last allocation of Emergency "Shelter" Grant funds (the predecessor to the current "Solutions" grant program, which was the result of the Hearth Act signed into law in 2009) was in 2003. We are uncertain if this Emergency Solutions Grant funding will continue next and following years, and our choice of projects must take into account that this may be a one-off grant. Accordingly we believe we will be most effective with a Rapid Re-Housing Program, which proved effective when we had Recovery Act HPRP funds.

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

