



For Public Comment DRAFT

Consolidated Annual Performance and Evaluation Report (CAPER)

City of Lawrence

Daniel Rivera, Mayor
Office of Planning and Development
Wilma Martínez-Dominguez, Director, Community Development Department

Program Year July 1, 2018 – June 30, 2019

***Written comments addressed to vmartinezdominguez@cityoflawrence.com will be accepted by the Office of Planning and Development until 12:00pm on Friday, September 30, 2019. The Office of Planning and Development will forward to HUD all written comments along with the City's response to the comments.

CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan.

91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

Over the past year we have seen the following performance: provided down payment assistance to 24 new first time homebuyers for the purchase of 10 single families/condos and 14 multi-family units.

Additionally, the City participated in the ribbon cutting ceremony for five newly constructed single family units supported with HOME funds, through a partnership between one of our local CHDO's (Lawrence CommunityWorks) and the Office of Planning and Development. Three of the five homeowners of those single family units also received down payment assistance through our First-time Homebuyer program.

The City also supported the planning of two proposed housing developments for a total of 119 affordable units, with an anticipated construction start in 2021. HOME funds were also awarded to Merrimack Valley Habitat for Humanity to support water and sewer lines connection for the development of two multi-family units of affordable housing in Lower Tower Hill and North Broadway, two of our lowest income neighborhoods.

For a fourth consecutive year, our department continued its collaboration with Harvard Kennedy Business School's Innovation Field Lab. Our department worked with a 5-member student cohort in the late winter through the spring, and hosted a designated intern during the summer months to continue to work on a series of innovation initiatives aimed at further streamlining the distressed properties management system. Her work resulted in the recommendation and subsequent designation of a City staff member to serve as the data officer for this Task Force, to assist with the analysis and prioritization process of distressed properties. Through these collaborative efforts, the City was successful at bringing 10 additional properties back to use.

Through a structured review and selection process conducted by our Community Development Advisory Board, approved by Mayor Rivera and City Council, our office awarded funding to 13 non-profit agencies with CDBG funding under public services to provide 16 different programs to low-moderate income individuals in our community. Adult education, primarily ESOL, and youth employment/leadership programs remain a priority for the Mayor. With that in mind, a total of 7 adult education programs and 9 youth employment/leadership programs received funding. Additionally, our office opted to include Public Facilities in the FY19 CDBG Public Services RFP, and Lawrence History Center was awarded funding to help cover a funding gap to replace their elevator.

A significant amount of CDBG funding was allocated to park and public infrastructural improvements to support phase II construction at the O'Connell Park/South, which include: construction of a roofed basketball court, lawn volleyball court, and multi-sport court, electrical and lighting work, and pathways' improvement; the construction of a splash park at Bourgoin Square playground; and construction design for the James O'Neill Park, for improvements to the existing soccer field, construction of a new basketball court, repairs to entry plazas and pathways, tree removal, tree planting, electrical work, lighting, and site preparations for a brand new playground. This park project is due for completion in June 2020.

Our office supported the lighting installation for the Casey Bridge, part of a place-making initiative (Iluminacion Lawrence), as well as allocated funding for the engraving of the Warehouse Square seat wall, and the purchase of granite stones for signage at the O'Connell Park, Howard Playstead, and the William Campbell Square intersection. Lastly, the City paid its annual Section 108 loan with CDBG funds, in accordance to our annual action plan.

To support economic development activities in the City, CDBG funds were allocated for the Loan Guarantee program for the Lawrence Venture Fund program, conducted in partnership with the local CDFI organization and the Lawrence Partnership. One local business (Heav'nly Donuts) was able to receive financial assistance for working capital and to expand their catering services, along with technical assistance.

Unfortunately, the City experienced additional difficulties with the implementation of our ESG program. Despite significant outreach efforts by staff, as well as modifications to the RFP application placing greater administrative responsibility on the City, no responses were received from area organizations. Given the lack of responses, our office decided to assume full responsibility for the implementation of this program and opted to hire two new staff members: one supported with ESG funds, and a second one supported through leveraged matching funds from the local hospital. Both positions will be responsible for the implementation of homelessness prevention and intervention services, inclusive of street outreach, rapid-rehousing, and case management services. Our office has been working on creating the two new job descriptions under existing ordinance positions.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Affordable Housing	Affordable Housing	CDBG: \$ / HOME: \$	Rental units rehabilitated	Household Housing Unit	100	75	75.00%	20	29	145.00%
Affordable Housing	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Added	Household Housing Unit	5	62	1,240.00%	9	34	377.78%
Affordable Housing	Affordable Housing	CDBG: \$ / HOME: \$	Homeowner Housing Rehabilitated	Household Housing Unit	60	109	181.67%	12	29	241.67%
Affordable Housing	Affordable Housing	CDBG: \$ / HOME: \$	Direct Financial Assistance to Homebuyers	Households Assisted	90	28	31.11%	15	0	0.00%
Affordable Housing	Affordable Housing	CDBG: \$ / HOME: \$	Housing for Homeless added	Household Housing Unit	0	0		0	0	
Affordable Housing	Affordable Housing	CDBG: \$ / HOME: \$	Housing for People with HIV/AIDS added	Household Housing Unit	0	0		0	0	
Economic Develop.	Non-Housing Community Develop.	CDBG: \$	Facade treatment/business building rehabilitation	Business	10	4	40.00%			
Economic Develop.	Non-Housing Community Develop.	CDBG: \$	Businesses assisted	Businesses Assisted	20	12	60.00%			
Economic Develop.	Non-Housing Community Develop.	CDBG: \$	Other	Other	0	0		1	0	0.00%
Homeless Assistance	homeless	CDBG: \$ / ESG: \$126887	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	15		0	15	
Homeless Assistance	homeless	CDBG: \$ / ESG: \$126887	Tenant-based rental assistance / Rapid Rehousing	Households Assisted	0	0		20	0	0.00%

Homeless Assistance	homeless	CDBG: \$ / ESG: \$126887	Homeless Person Overnight Shelter	Persons Assisted	10	15	150.00%	5	15	300.00%
Homeless Assistance	homeless	CDBG: \$ / ESG: \$126887	Overnight/Emergency Shelter/Transitional Housing Beds added	Beds	0	0		0	0	
Homeless Assistance	homeless	CDBG: \$ / ESG: \$126887	Homelessness Prevention	Persons Assisted	10	25	250.00%	5	0	0.00%
Planning and Admin.	Planning and Admin.	CDBG: \$ / HOME: \$ / ESG: \$10288	Other	Other	10000	10000	100.00%	1	0	0.00%
Public Facilities	Non-Housing Community Develop. Community Facilities	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	100	0	0.00%			
Public Infrastructure	Non-Housing Community Develop.	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	200	374125	187,062.50%	10000	160070	1,600.70%
Public Infrastructure	Non-Housing Community Develop.	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	0	50000				
Public Parks	Non-Housing Community Develop.	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	500	414225	82,845.00%	15000	42000	280.00%

Public Services	Non-Homeless Special Needs Non-Housing Community Develop.	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	900	1956	217.33%	224	422	188.39%
Public Services	Non-Homeless Special Needs Non-Housing Community Develop.	CDBG: \$	Homeless Person Overnight Shelter	Persons Assisted	0	0				

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

(excerpt from 2018’s CAPER)

Funds were allocated in alignment with the priorities identified in the consolidated and annual action plan. These included park and infrastructure improvements, public services, economic development, lead abatement and housing rehabilitation, homeownership and housing development. CDBG or HOME funds were used in these projects to support our efforts to meet HUD’s mandate and improve housing accessibility and affordability, and the overall quality of life for the low-to-moderate income residents. Housing development and homeownership project units will be counted upon completion of projected construction.

Unfortunately, our inability to secure a vendor to implement our ESG and spend down our second funding allocation triggered an internal reassessment of this program. We opted to increase our staffing capacity in order to improve HUD compliance with this grant and ensure that funds are put to use to provide homelessness prevention and intervention assistance to our fast growing chronically homeless population.

Several factors can be attributed to the low number of loan guarantee recipients for FY2019, as part of our goal to expand economic opportunities through support for small businesses and the redevelopment and investment in commercial properties. Topping the list is a significant staff turnaround in the Business & Economic Development Department, including the Director’s position, which remain vacant for 7 months, and subsequently, for the Economic Development

Project Officer's position, quickly filled following a 2-month vacancy. Needless to say, ample time has been required to train both positions on the CDBG Economic Development activities, as we continued to process pending applications. Moreover, our department took time to work on correcting some concerns/findings that resulted from the 2018 CDBG HUD monitoring visit, and implement the changes. This monitoring visit made apparent the need for additional CDBG training by HUD for staff at our CDFI partner agency and our community development department. This training, and follow up meetings, led to revisions to the loan guarantee application submission, review and approval process for CDBG funds to improve HUD compliance. In turn, this adjustment process caused further delays in the review of pending applications that were missing back-up documentation, as well as for new applications.

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CR-10 - Racial and Ethnic composition of families assisted

**Describe the families assisted (including the racial and ethnic status of families assisted).
91.520(a)**

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative

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CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	public - federal	1,742,830	\$1,331,830
HOME	public - federal	983,816	\$712,228
HOPWA	public - federal	0	\$0
ESG	public - federal	137,175	\$2,064

Table 3 - Resources Made Available

Narrative

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description

Table 4 – Identify the geographic distribution and location of investments

Narrative

(excerpt from 2018’s CAPER)

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

As stated in the Consolidated Plan and one-year Action Plan, there are no targeted areas. All LMI areas of the City, and LMI households in the one non-LMI Census Tract, benefit from CDBG and HOME funds. For park improvement projects we use the Open Space and Recreation Plan (OSRP) mandated by the Commonwealth. The most recently developed OSRP for 2017—2024 has been submitted to the State for final review and approval. For our housing programs we emphasize neighborhood revitalization in our review of projects. Our support of the HUD-funded Lead Program with CDBG is based on LMI households with children under 6 in the household and the presence of lead.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

- \$210,000 in CDBG leveraged \$400,000 in State PARC grant for Phase II renovations to the O’Connell Park.
- \$565,000 leveraged through the City to supplement phase II construction at the O’Connell Park: \$250,000 through the FY’19 Capital Improvements Plan, and an additional \$315,000 appropriation to cover a budget shortfall triggered by added construction costs.
- \$210,000 in CDBG leveraged an additional \$400,000 in State PARC grant for renovations to the James O’Neill Park.
- \$135,735 in CDBG leveraged 1/3 of 3-yr \$2.9 million Lead and Healthy Homes grant.
- \$10,000 in CDBG leveraged \$188,947 in McKinney-Vento homeless grant for leased housing. Our CDBG dollars go toward case management.
- \$282,500 in HOME funds leveraged \$6,690,452 in mortgages for low-income families served through our First-time Homebuyer’s Program. **(would this be considered a match based on their definition?)**

Fiscal Year Summary – HOME Match	
1. Excess match from prior Federal fiscal year	\$0.00
2. Match contributed during current Federal fiscal year	\$0.00
3 .Total match available for current Federal fiscal year (Line 1 plus Line 2)	\$0.00
4. Match liability for current Federal fiscal year	\$0.00
5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4)	\$0.00

Table 5 – Fiscal Year Summary - HOME Match Report

Match Contribution for the Federal Fiscal Year								
Project No. or Other ID	Date of Contribution	Cash (non-Federal sources)	Foregone Taxes, Fees, Charges	Appraised Land/Real Property	Required Infrastructure	Site Preparation, Construction Materials, Donated labor	Bond Financing	Total Match
n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Table 6 – Match Contribution for the Federal Fiscal Year

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
\$115,143	\$29,900	\$105,563	\$0	\$39,480

Table 7 – Program Income

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Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period

	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Number	0	0				
Dollar Amount	0	0	0	0	0	0
Sub-Contracts						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			
Sub-Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			

Table 8 - Minority Business and Women Business Enterprises

Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted

	Total	Minority Property Owners				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0

Table 9 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition

Parcels Acquired						
Businesses Displaced						
Nonprofit Organizations Displaced						
Households Temporarily Relocated, not Displaced						
Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number		0	0	0	0	0
Cost		0	0	0	0	0

Table 10 – Relocation and Real Property Acquisition

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CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	6	0
Number of Non-Homeless households to be provided affordable housing units	118	5
Number of Special-Needs households to be provided affordable housing units	6	0
Total	130	0

Table 11 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	71	0
Number of households supported through The Production of New Units	9	5
Number of households supported through Rehab of Existing Units	35	80
Number of households supported through Acquisition of Existing Units	15	24
Total	130	109

Table 12 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

Our initial Homelessness Initiatives Coordinator moved on in October 2018, and a new staff member was hired in January 2019. Ample training time has been required to bring her fully onboard, which further delayed the implementation of the ESG program.

Despite this new hire's rich background in homelessness and working with HUD programs, extensive outreach efforts by staff, and modifications to the RFP application to place greater administrative responsibility on the City, no responses were received from area organizations, and so no households were supported through rental assistance. Given the lack of responses, with support from the City's administration and guidance from our new Homelessness Initiatives Coordinator, we opted to hire two new staff members: one to be supported with ESG funds, and a second one through leveraged matching funds from the local hospital through an existing contract with the City of Lawrence Mayor's Health Task Force. Both positions will be responsible

for the implementation of homelessness prevention and intervention services, inclusive of street outreach, rapid-rehousing, and case management services. Our office has been working on creating the two new job descriptions under existing ordinance positions.

In regards to the number of household supported through the production of new units, the number of households served last program year was lower than the proposed annual goal, as only 5 new homeownership properties were completed and occupied last year.

CDBG funds continue to be used as a match for our HUD-funded lead abatement/Healthy Homes program, which enabled us to exceed our goal for the rehab of existing units. Other products, such as Mass Housing Get the Lead Out, were also accessed to support relevant existing housing rehab projects. The current Lead Hazard Control grant cycle expires in October 2019. The City submitted a new Lead Hazard Reduction Grant application in July 2019 and is awaiting a response in late September.

Lastly, we are pleased to report that the City exceeded its annual goal for the number of households supported through Rehab of Existing Units and through the acquisition of existing units by 56% and 33%, respectively.

Discuss how these outcomes will impact future annual action plans.

The delayed implementation of the ESG program impacted last year’s proposed goal of assisting 20 homeless individuals with housing services through rapid re-housing and case management services. However, with new staff onboard, we anticipate meeting next year’s annual goal and using a combination of 2018 and 2019 funds.

We continue to emphasize new units with the HOME funds and seek other products and programs for rehabilitation. This includes putting units before the Housing Court for receivership. This allows us to get important rehab accomplished without using scarce CDBG and HOME but using CDD staff to accomplish revitalization goals.

Our success in supporting rehab of existing units is contingent upon receipt of the Lead Hazard Reduction Grant’s next 3.5 year cycle.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	56	5
Low-income	15	3
Moderate-income	1	0
Total	73	8

Table 13 – Number of Households Served

Narrative Information

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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.

In 2016, the City ordinance the Homelessness Initiatives Coordinator's position, and hired a new staff person who sits within the Office of Planning and Development (OPD). This position has been instrumental in providing and sharing resources with area providers through the Lawrence Mayor's Health Task Force, a health disparities coalition that's now officially under the umbrella of OPD, as well as through his participation at local, regional, and statewide meetings. A new Homelessness Initiatives Coordinator was hired in January 2019.

The Homelessness Initiatives Coordinator also works in close collaboration with the Lawrence Police Department and the Department of Public Works to respond to homeless encampment complaints by residents and local businesses, using this opportunity to learn more about homeless trends and offer services in an attempt to house unsheltered individuals.

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.

In our effort to minimize illness and death among our fast growing unsheltered population during extreme winter weather, the City implemented a Winter Protocol in late 2018/early 2019. This protocol is the result of an ongoing collaboration between the Office of Planning and Development (Community Development Director, Homelessness Initiative Coordinator and MHTF), the Lawrence Police Department and Lazarus House/Good Shephard Center. Through a formalized agreement with the City, Lazarus House/Good Shephard Center provided temporary emergency overnight shelter services during severe winter weather. Funds leveraged through an existing Determination of Need (DoN) funding allocation to the Mayor's Health Task Force by the Lawrence General Hospital helped support the staffing during the activation of the Winter Protocol.

Through this partnership, the City collaboratively provided nine temporary overnight shelter stays between January and March, 2019, to over 190 unsheltered individuals ranging between the ages of 24—70. In addition of basic needs services, participants received on-site emergency medical care through collaboration with the local health clinic. The Homelessness Initiatives Coordinator also revisited various sites throughout the city with the Lawrence Police Department to conduct wellness checks on individuals refusing temporary overnight shelter. She also coordinated resources and arranged transportation to area shelters (Lawrence, Boston, Gloucester and Haverhill) for families seeking immediate emergency shelter during the Winter Protocol.

Lastly, the City has expanded and strengthened partnerships with the Department of Housing and Community Development (DHCD) in Boston and Lynn Housing Authority, which has led to increased collaboration and service coordination, capacity-building opportunities for area service providers, and support for expanded services to better address youth homelessness (ages 18—24).

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after 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); and, 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 **and non-profit** partners to ensure that people being discharged from publicly funded institutions are not discharged into homelessness. The Massachusetts Department of Mental Health (DMH) 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.

Homelessness was identified as a priority by the Lawrence General Hospital in their recent, yet to be published, Community Health Needs Assessment (2020—2022). This identification facilitated the re-allocation of Determination of Needs (DoN) funds to support a new Community Health Specialist/Community Engagement Housing Navigator to support outreach efforts, rapid-rehousing assistance and case management services to chronically homeless/unsheltered individuals.

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. Understanding the importance of properly and consistently using the Coordinated Entry System, the

Homelessness Initiatives Coordinator partnered with the State Department of Housing and Urban Development (DHCD) to host a training for homeless service providers, and over 30 professionals were in attendance.

The city continued to target Emergency Solutions Grant (ESG) funds to employ best practice rapid re-housing activities to help move homeless persons quickly into permanent housing. Additionally, the continued use of the Balance of State CoC coordinated and comprehensive intake assessment system ensures that the most vulnerable chronic homeless individuals and families are prioritized and are more quickly and appropriately placed in permanent, sustainable housing settings. Through our office, the City of Lawrence has formalized a collaborative with Lynn Housing Authority & Neighborhood Development's Family Success Center to increase and expedite services to homeless youth. This organization is onsite on a weekly basis to offer rapid rehousing services, and plans to offer financial coaching workshops to this underserved population in the near future.

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CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of 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, a member of the OPD/CDD staff is on the LHA eviction committee, and Lead abatement job training paid with the lead grant is offered to LHA residents.

Actions taken 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.

LHA identifies management initiatives in their plan for HUD. In homeownership, City provides HOME funds to Bread and Roses Housing and this CHDO markets units to qualified public housing residents.

Actions taken to provide assistance to troubled PHAs

The LHA is not troubled.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken 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. 91.220 (j); 91.320 (i)

The City of Lawrence is working to address obstacles to meeting underserved needs. Below are some of the efforts/initiatives the City has embarked on:

- *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. This effort was solidified by our participation in the Merrimack Valley Regional Housing Production Plan, a compilation of plans for 15 cities/towns within the northeast region, including Lawrence, which was approved by the City in March 2019.*
- *The City kicked off our planning efforts to implement some of the suggested strategies and policies identified in the Lawrence Housing Production Plan in late spring/summer, starting with a Municipal Rental Unit Inspection ordinance, approved in 2018. The primary aim of this policy is to improve the quality and condition of rental units within the City in order to ensure safe and healthy living conditions for residents.*
- *The City also started planning for the establishment of a Rental Cost Task Force, another proposed strategy contained in the housing production plan. The goal of this Task Force is to bring together government officials, housing development nonprofits, investors, and local residents to review and assess the current cost of rent in our city, compare rental cost with previous year's rental research data report, and prepare a list of recommendations and potential best practices and policies to the Mayor and City Council by late spring 2020, for subsequent adoption and implementation.*
- *A new 40R (SmartGrowth) district for the downtown area was also approved by City Council in January 2019, allowing for flexible zoning for the creation of transit-oriented, affordable housing and expand economic development opportunities.*
- *Lawrence was among 6 cities selected by the National League of Cities to participate in the Mayor's Affordable Housing and Health technical assistance program. Lawrence Mayor Rivera, representatives from the Office of Planning & Development, including the Mayor's Health Task Force, and our NeighborWorks local partner, LCW, attended a three day event in Detroit, MI, and for the period of twelve months, will be working on three identified strategies to create and preserve affordable housing and improve the quality of housing in our City, using best practices.*
- *Lastly, the City's Distressed Properties Task Force (DPTF) continues to be in operation*

full-force, meeting weekly to address problem properties. This ongoing collaboration helped bring 10 properties back to use in 2018. The work of this Task Force has been further strengthened by collaboration with Harvard Kennedy Business School's Innovation Field Lab. A student cohort is assigned to the City annually to work alongside various City departments to further improve and streamline the distressed properties management system. With this school's support, the City was able to fully implement the use of a new dashboard (BuildingBlocks) and made further improvements to the data management system (SmartSheets), which has helped increase efficiency in the prioritization and management of distressed properties.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

Homeownership continues to be an underserved need and we continue to program \$200,000 each year toward this. Additionally, given Lawrence's high percentage of old housing stock, our CDBG funds serve as a match and complement our lead abatement program's housing rehabilitation work.

The Homelessness Initiatives Coordinator continues to work closely with local government, area providers, and law enforcement to address issues faced by chronically homeless individuals. Additionally, he regularly participates and chairs monthly meetings of the Homelessness Initiatives Working Group under the City of Lawrence Mayor's Health Task Force, where root cause analysis are conducted to identify barriers and develop work plans that facilitate meeting the needs of the underserved homeless population. The Homeless Initiatives Coordinator and staff from the Lynn Housing Authority hold office hours at the the Center for Aide and Transitional Assistance at the old General Donovan school and at the Office of Planning and Development, as needed, to provide assistance to homeless youth, ages 18--24.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

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 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 taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

Understanding that language barriers, unemployment/underemployment, and immigration status, are often linked to poverty, the Mayor's prioritization of funding allocation under the public services category to non-profit organizations that provide ESOL/citizenship classes and youth employment/leadership opportunities continue are critical in addressing and reducing poverty levels in the City.

The Office of Planning and Development continues to support the work of the Lawrence Working Families Initiatives by serving in its entity's steering committee. The LWFI, in partnership with the Lawrence Public Schools, the Lawrence Partnership, local city government, academia, and area non-profits, and funded through a Working Cities Challenge award by the Boston Federal Reserve Bank, has been working to improve the economic stability of low-income parents of children in the Lawrence Public Schools.

The City, primarily through the Mayor's Health Task Force (MHTF), also participates in the Lawrence Physical and Fiscal Health working group, a collaboration between Lawrence CommunityWorks (certified CHDO), the local health clinic, Northeast Legal Aid, and the MHTF. This group is using a food insecurity assessment tool as the gateway to assess for other socioeconomic needs of patients and to partner with LCW for financial education/coaching services, as well as legal services to support those who are housing insecure. The MHTF has also been collaborating with the local health clinic's medical residents on their Social Determinants of Health working group, which plans to merge with the LPFH working group to reduce duplication and maximize impact.

The ESG and CDBG funding allocation to Emmaus House emergency shelter supports rapid rehousing efforts.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

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 taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

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 and the RWJF Culture of Health Prize nationally, 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.*
- *In addition to participating in the Balance of State CoC and the local CoC group, OPD staff also participates in a regional homelessness consortium where service providers from the Merrimack Valley region come together to discuss barriers and opportunities to address the issue of homelessness.*
- *The Mayor's Health Task Force, now officially under the umbrella of OPD, houses the Homelessness Initiatives Working Group, where a wide array of providers from various sectors, including law enforcement and the faith-based community, meet regularly to identify root causes of chronic homelessness among individuals, and create workplans and activities that lead to policy, systems and environmental changes that help address homelessness in the City.*
- *A partnership has been established with Lynn Housing Authority, which provides regional services to homeless youth, now offered in Lawrence.*

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

The last analysis of impediments conducted by the City identified low income as the single most significant impediment. Our HOME-funded DP assistance program addresses this. Our goal is to conduct a new analysis of impediments, following our next Consolidated Plan process, due to begin in 2019.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

Staff visits each sub-recipient twice a year, one site visit and the other a financial and programmatic monitoring visit, as well as attends as many related events as way of remaining connected and supporting sub-recipients. Our office continuously monitors all of our HOME funded projects that involve rehab, and maintain ongoing communication with developers to ensure that projects remain on target. Our team regularly surveys past housing assistance for affordability or occupancy compliance, as well, and records affordable housing restrictions on all our housing assistance.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

The City of Lawrence places a legal notice in the Eagle Tribune, the local mainstream newspaper with the greatest circulation, as well as two other bilingual newspapers—one local and one regional—about the availability of the CAPER for public comment. Hard copies are made available at the Office of Planning & Development, the City Clerk's office and the Lawrence Public Library. The CAPER is also uploaded to the City's website main page.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction’s program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

There were no changes in Program Objectives. However, a small change was made under the public facilities activities, in our efforts to explore mini-grants to support a small allocation to public facilities, included in last year’s RFP. We also made a change under the ESG program to include families and prevention activities; however, approval from HUD was not received until August 29, 2019.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No.

[BEDI grantees] Describe accomplishments and program outcomes during the last year.

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CR-50 - HOME 91.520(d)

Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

There were no issues in all units inspected. Projects inspected were Union Crossing, Duck Mill, Camelia Teoli, and Casa de Ana.

Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)

All HOME funded development projects have an affirmative marketing plan which OPD and DHCD review.

Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics

IDIS #	Project	Hispanic Yes/No	Race	Income	Owner/Tenant	Type	Size	Amount
2711	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	2 parent	4	\$10,000.00
2712	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	single parent	3	\$10,000.00
2710	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	single parent	3	\$15,000.00
2722	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	single parent	3	\$15,000.00
2670	Rental Housing Development	underway/ vacant	underway/ vacant	underway/ vacant	underway/ vacant	underway/ vacant	underway/ vacant	\$1,019.20
2694	2016 Lead Match	yes	other multi-racial	0-30%	Owner	single parent	4	\$0.59
		yes	other multi-racial	60-80%	Tenant	single parent	5	
		yes	other multi-racial	60-80%	Tenant	2 parent	5	

IDIS #	Project	Hispanic Yes/No	Race	Income	Owner/Tenant	Type	Size	Amount
2729	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	2 parent	3	\$7,043.10
2721	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	2 parent	3	\$10,000.00
2720	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	single parent	4	\$7,500.00
2725	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	2 parent	5	\$10,000.00
2727	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	2 parent	3	\$10,000.00
2748	First Time Homebuyer Downpayment Assistance	yes	other multi-racial	60-80%	Owner	single parent	3	\$10,000.00
Total PI								\$105,562.89

Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)

Continued to implement the 2015 Housing Study recommendations, along with those listed under the recently approved Lawrence Housing Production Plan 2018--2022. Improved the tracking system and introduced SmartSheets system to improve efficiency in the management of distressed properties. Staff also continued to work on the coordinating data sets from various departments for integration in the new dashboard to help facilitate and streamline data collection and prioritization of problem properties. Larger developments have LIHTCs – funding was committed and payment disbursed, minus the 10% retainage until project completion, for a new development that will create 60 units of affordable housing—11 funded by HOME. Construction is scheduled for completion in 2019. Additionally, a total of 3 CHDO's were certified, with one completing the construction of 5 homeownership units in 2019. There are an additional 119 planned rental units in the pipelines.

CR-55 - HOPWA 91.520(e)

Identify the number of individuals assisted and the types of assistance provided

Table for report on the one-year goals for the number of households provided housing through the use of HOPWA activities for: short-term rent, mortgage, and utility assistance payments to prevent homelessness of the individual or family; tenant-based rental assistance; and units provided in housing facilities developed, leased, or operated with HOPWA funds.

Number of Households Served Through:	One-year Goal	Actual
Short-term rent, mortgage, and utility assistance payments	0	0
Tenant-based rental assistance	0	0
Units provided in transitional housing facilities developed, leased, or operated with HOPWA funds	0	0
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	0	0
Total		

Table 14 – HOPWA Number of Households Served

Narrative

The City of Lawrence is not a HOPWA grantee.

CR-60 - ESG 91.520(g) (ESG Recipients only)

ESG Supplement to the CAPER in *e-snaps*

For Paperwork Reduction Act

1. Recipient Information—All Recipients Complete

Basic Grant Information

Recipient Name LAWRENCE
Organizational DUNS Number 079523171
EIN/TIN Number 046001394
Identify the Field Office BOSTON
Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance

ESG Contact Name

Prefix Mrs
First Name Vilma

CAPER

29

Middle Name 0
Last Name Martinez-Dominguez
Suffix 0
Title Community Development Director

ESG Contact Address

Street Address 1 12 Methuen Street
Street Address 2 0
City Lawrence
State MA
ZIP Code -
Phone Number 9786203526
Extension 0
Fax Number 0
Email Address vmartinezdominguez@cityoflawrence.com

ESG Secondary Contact

Prefix Mrs
First Name SUSAN
Last Name FINK
Suffix 0
Title Manager of Financial & Administrative Services
Phone Number 9786203514
Extension 0
Email Address sfink@cityoflawrence.com

2. Reporting Period—All Recipients Complete

Program Year Start Date 07/01/2018
Program Year End Date 06/30/2019

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name; Lawrence
City: Lawrence
State MA
Zip Code 01840
DUNS Number 079523171
Is subrecipient a victim services provider N
Subrecipient Organization Type Unit of Government
ESG Subgrant or Contract Award Amount \$137,175.00

CR-65 - Persons Assisted

4. Persons Served

4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 16 – Household Information for Homeless Prevention Activities

4b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 17 – Household Information for Rapid Re-Housing Activities

4c. Complete for Shelter

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 18 – Shelter Information

4d. Street Outreach

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 19 – Household Information for Street Outreach

4e. Totals for all Persons Served with ESG

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 20 – Household Information for Persons Served with ESG

5. Gender—Complete for All Activities

	Total
Male	0
Female	0
Transgender	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 21 – Gender Information

6. Age—Complete for All Activities

	Total
Under 18	0
18-24	0
25 and over	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 22 – Age Information

7. Special Populations Served—Complete for All Activities

Number of Persons in Households

Subpopulation	Total	Total Persons Served – Prevention	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Veterans		0	0	0
Victims of Domestic Violence		0	0	0
Elderly		0	0	0
HIV/AIDS		0	0	0
Chronically Homeless		0	0	0
Persons with Disabilities:0				
Severely Mentally Ill		0	0	0
Chronic Substance Abuse		0	0	0
Other Disability		0	0	0
Total (unduplicated if possible)		0	0	0

Table 23 – Special Population Served

CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

10. Shelter Utilization

Number of New Units – Rehabbed	0
Number of New Units – Conversion	0
Total Number of bed - nighths available	0
Total Number of bed - nights provided	0
Capacity Utilization	0

Table 24 – Shelter Capacity

11. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

No ESG expenditures during the program year.

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CR-75 – Expenditures

11. Expenditures

11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Expenditures for Rental Assistance			
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance			
Expenditures for Housing Relocation & Stabilization Services - Services			
Expenditures for Homeless Prevention under Emergency Shelter Grants Program			
Subtotal Homelessness Prevention			

Table 25 – ESG Expenditures for Homelessness Prevention

11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Expenditures for Rental Assistance			
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance			
Expenditures for Housing Relocation & Stabilization Services - Services			
Expenditures for Homeless Assistance under Emergency Shelter Grants Program			
Subtotal Rapid Re-Housing			

Table 26 – ESG Expenditures for Rapid Re-Housing

11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Essential Services			
Operations			
Renovation			
Major Rehab			
Conversion			
Subtotal			

Table 27 – ESG Expenditures for Emergency Shelter

11d. Other Grant Expenditures

	Dollar Amount of Expenditures in Program Year		
	2016	2017	2018
Street Outreach			
HMIS			
Administration			

Table 28 - Other Grant Expenditures

11e. Total ESG Grant Funds

Total ESG Funds Expended	2016	2017	2018

Table 29 - Total ESG Funds Expended

11f. Match Source

	2016	2017	2018
Other Non-ESG HUD Funds			
Other Federal Funds			
State Government			
Local Government			
Private Funds			
Other			
Fees			
Program Income			
Total Match Amount			

Table 30 - Other Funds Expended on Eligible ESG Activities

11g. Total

Total Amount of Funds Expended on ESG Activities	2016	2017	2018

Table 31 - Total Amount of Funds Expended on ESG Activities