

**CITY OF BOSTON**  
**Action Plan**  
**Program Year 2015**

**July 1, 2015 – June 30, 2016**

**Issued April 13<sup>th</sup> for Public Comment**



**Martin J. Walsh, Mayor**

**Sheila A. Dillon, Chief of Housing and Director,  
Department of Neighborhood Development**

## **CITY OF BOSTON – PY15 ACTION PLAN**

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## Executive Summary

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

#### 1. Introduction

Boston receives an annual formula allocation of funds from the Department of Housing and Urban Development (HUD) that varies from year to year due to the amount of funds appropriated by Congress, and changes in the census data used to compute the formula allocations. As a condition of receiving the four funding allocations: 1) Community Development Block Grant (CDBG), 2) HOME Investment Partnership (HOME), 3) Housing Opportunities for Persons With AIDS (HOPWA) and 4) Emergency Solutions Grant (ESG) funds, HUD requires Boston to submit an annual Action Plan (budget) that details how the funds will be used to address priority housing and community development needs for the upcoming year (7/1/15 to 6/30/16).

Recently, HUD introduced a new template for producing the Plan directly within HUD's Integrated Disbursement and Information System (IDIS). Once approved, this Program Year 2015 Action Plan will be downloaded from the information entered to IDIS and posted on DND's webpage.

This Action Plan document contains an overall budget by funding source, a budget by program allocation and is organized by goals and objectives by program: Housing, Homeless, Community Development and Non-Homeless Special Needs. The PY15 Action Plan is the third budget year in our 5-Year Consolidated Plan (July 1, 2013 to June 30, 2017).

A note about the Program Year 2015 budget, while the grant amounts from the four allocations are final, the **program income** amount is an estimate of the repayment of prior years' grants funds by recipients for the upcoming year. And, the **roll forward** amount is also an **estimate** of the amount of grant funds that remain uncommitted (as of 4/13/15) from prior budget year/s. These estimates will be adjusted from time to time as final amounts are known.

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

The primary focus of each of Boston's Annual Action Plans (and associated 5-Year Consolidated Plan) has been affordable housing. This is both because affordable housing is one of the most important challenges facing the City and its residents and because the HUD resources covered by the Plan are primarily resources for affordable housing. The housing element of the Plans is in turn a part of the City's broader housing strategy. On October 9, 2014, Mayor Martin J. Walsh released **Housing a Changing City: Boston 2030**, the administration's housing plan. By the year 2030, Boston's population will exceed 700,000 residents, a number the city has not seen since the 1950's. **Boston 2030** is the City's strategy to responsibly plan for that growth. By creating housing across demographics and neighborhoods, the City will help ensure that growth and prosperity reaches every corner of Boston. The complete plan is available here: [http://dnd.cityofboston.gov/#page/Boston\\_2030](http://dnd.cityofboston.gov/#page/Boston_2030)

**3. Evaluation of past performance**

As required by HUD, every year the City of Boston prepares a very detailed annual performance report on its HUD funded programs, the Consolidated Annual Performance and Evaluation Report (CAPER). The report is submitted to HUD and posted after it is reviewed and approved by HUD. HUD **Consolidated Annual Performance and Evaluation Reports (CAPER)**

<http://www.cityofboston.gov/dnd/pdr/CAPER.asp>

Under the "**Leading the Way**" housing strategy, more than 20,000 units of housing were added to Boston's housing stock between 2000 to 2010, including 6,100 new affordable housing units, of which nearly 500 units were set-aside for the homeless.

**Leading the Way** reports: [http://www.cityofboston.gov/dnd/pdr/leading\\_the\\_way.asp](http://www.cityofboston.gov/dnd/pdr/leading_the_way.asp)

**Boston About Results (BAR)** is the City's performance management program that uses performance measurement and data analytics to develop strategies and programs that evaluate city performance, reduce costs, and ultimately deliver better services to Boston's residents, businesses, and visitors. **BAR - Neighborhood Development**

## 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        |
|---------------------|--------|--------------------------|
| CDBG Administrator  | BOSTON | Neighborhood Development |
| HOPWA Administrator | BOSTON | Neighborhood Development |
| HOME Administrator  | BOSTON | Neighborhood Development |
| ESG Administrator   | BOSTON | Neighborhood Development |

Table 1 – Responsible Agencies

### Narrative

The City of Boston's Department of Neighborhood Development (DND) is the lead agency responsible for administering the programs covered by the Consolidated Plan. DND is the recipient and administrator of the City's CDBG, HOME, HOPWA, and ESG funding allocations and, unless otherwise specified, the programs funded with these resources are administered directly by the Department of Neighborhood Development.

The City's CDBG-funded Human Service programs are administered by the Boston Redevelopment Authority's Office of Jobs and Community Services. The fair housing program is administered by the Boston Fair Housing Commission within the Office of Fair Housing and Equity. The Regional Housing Opportunity Clearing Center (Metrolist) is administered by the Office of Fair Housing and Equity.

**Consolidated Plan Public Contact Information** Robert Gehret, Deputy Director, Policy Development & Research Division, Department of Neighborhood Development, 26 Court Street, 11th Floor, Boston, MA 02108 Phone: 617-635-0242, E-mail: robert.gehret@boston.gov

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

### **1. Introduction**

DND's Policy Development and Research (PD&R) Division is responsible for the development of the Annual Action Plan. Prior to beginning to prepare the plan, PD&R conducts a citywide public hearing to solicit resident input regarding needs and priorities for this year's Action Plan. Following the hearing, PD&R works in conjunction with DND's Administration and Finance Division, DND's five program divisions (Neighborhood Housing Development, Supportive Housing, Office of Business Development, Boston Home Center and Real Estate Management and Sales) and the City's two sub recipient agencies (Office of Jobs and Community Services and Office of Fair Housing and Equity), to develop a draft Action Plan, including proposed funding allocations and accomplishments for each program.

The Mayor's Office of Jobs and Community Services (JCS) held a citywide public meeting on January 16<sup>th</sup> to solicit input on proposed Policy Principles for CDBG funded public service activities. A total of 102 people attended the meeting and 26 provided oral testimony. On February 20<sup>th</sup> a Request for Proposals (RFP) was released; a bidder's conference for interested participants was held on March 4<sup>th</sup> and attended by 84 parties. Proposals for the RFP were due on March 27<sup>th</sup> and are currently being reviewed. <http://www.cityofboston.gov/JCS/>

PD&R held a public hearing (March 19<sup>th</sup>) to solicit input on developing the Plan. A total of 39 people attended the hearing and 14 provided oral testimony. On April 13<sup>th</sup>, the draft Action Plan was issued for a 30-day public comment period as described in the City's Citizen Participation Plan:

[http://www.cityofboston.gov/images/documents/Citizen Participation Plan 140206 tcm3-25324.pdf](http://www.cityofboston.gov/images/documents/Citizen_Participation_Plan_140206_tcm3-25324.pdf)

A second public hearing was held April 28<sup>th</sup> to receive comments of the draft Action Plan. A total of 27 people attended the hearing and 15 provided oral testimony.

**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))**

Over the last several years, DND has developed an extensive mailing and email list that includes all homeless and at-risk agencies, mainstream service and housing agencies, community development

organizations, civic leaders, etc. We use this list regularly to inform these agencies of planning efforts, funding opportunities, changes in policy and practice or any other information that these agencies find useful. Often, other agencies including state agencies will solicit our assistance to get the word out on a variety of topics and opportunities.

As required by the regulations, the City consulted with a wide range of public and private entities that provide housing, health services and social services. Agencies consulted include city agencies such as the Office of Jobs and Community Services, the Boston Public Health Commission, the Boston Housing Authority, the Office of Fair Housing and Equity and the Emergency Shelter Commission.

**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 Boston's Department of Neighborhood Development (DND) is the convening entity for the City of Boston's Continuum of Care (CoC) and is also the ESG grantee. All ESG sub-grantees are members of the CoC and as such, they are encouraged to attend all CoC meetings and trainings. In addition, DND is the recipient of HOME, CDBG, and HOPWA funds. The Supportive Housing (SH) Division at DND includes staff that administers these funds (CoC, HOPWA and ESG) and is responsible for the implementation of the many aspects of the Consolidated Plan and the Mayor's Housing Plan for the City of Boston; the Mayor's Task Force on Individual Homelessness and the 25 Cities Initiative to End Veterans Homelessness. Therefore, the Supportive Housing Programs and the Mainstream HUD programs work hand-in-hand to develop and implement the Consolidated Plan and the Plan. A prime example of this is DND's Homeless Set-Aside Policy, where at least 10% of all affordable housing projects where there are 10 or more units using City resources must be set aside for homeless households.

DND will continue to utilize ESG funding for homelessness prevention and rapid re-housing programs in order to support the key initiatives outlined in the CoC Strategic Plan focusing on two key areas: eviction prevention for subsidized tenants and property management/owner involvement in homelessness prevention planning and programming; and the City of Boston's Safety Net for families not eligible for emergency assistance through the State managed family shelter system.

DND requires that all sub-grantees demonstrate consistency with the overall goals of the CoC. DND with guidance from the Leadership Council has developed a number of priorities that are included in the City of Boston Homeless Plan (Bringing Boston Home). These priorities are :

- Street Outreach and the reduction of the number of the most vulnerable individuals on the street. Provide the services these individuals need to move them off the street to transitional or permanent housing
  - Rapid Re-Housing programs that move individuals out of shelter into permanent housing to avoid long term homelessness and decrease the average length of stay in shelter.
  - Prevent families from becoming homeless by working with those facing eviction in housing court, partnering with owners of subsidized developments to avoid eviction and partnering with community based organizations (schools, health centers) to identify families at risk of losing their housing.
- In order to effectively evaluate the performance of the ESG funded projects and activities, DND requires sub-grantees to submit quarterly reporting. In addition to these reports, DND staff conduct monitoring site visits yearly.

**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.**

The City of Boston's Department of Neighborhood Development (DND) is the chief architect of ***"Bringing Boston Home: An Action Plan to House Boston's Homeless"***. Bringing Boston Home (BBH) has measurable goals related to addressing the housing and service needs of specific homeless sub-populations, including the chronically homeless (Long Term Stayers), street homeless, veterans and high utilizers of emergency services (HUES). As convener for the Boston CoC, DND actively leads BBH sub-committees to ensure that the chronic and other sub-populations are linked to the CoC and mainstream resources necessary to acquire permanent housing.



## **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 Mayor's Office of Jobs and Community Services (JCS) held a citywide public meeting on January 16<sup>th</sup> to solicit input on proposed Policy Principles for CDBG funded public service activities. A total of 102 people attended the meeting and 26 provided oral testimony. On February 20<sup>th</sup> a Request for Proposals (RFP) was released; a bidder's conference for interested participants was held on March 4<sup>th</sup> and attended by 84 parties. Proposals for the RFP were due on March 27<sup>th</sup> and are currently being reviewed.

DND held a citywide hearing on March 19<sup>th</sup> in the Winter Chambers at 26 Court Street to solicit citizen input prior to preparing the draft Action Plan. A notice announcing the hearing and soliciting comments was published in the Boston Globe, an email notice was sent to 562 subscribers and a mailing was sent to approximately 200 organizations and individuals on a mailing list the City maintains for this purpose. A notice of the hearing was posted on DND's web site and on the City of Boston's web calendar.

The draft Action Plan was issued for a 30-day public comment period beginning on April 13, 2015 and posted on the City's website at [http://www.cityofboston.gov/dnd/PDR/HUD Plans Reports.asp](http://www.cityofboston.gov/dnd/PDR/HUD_Plan Reports.asp).

A second public hearing was held April 28<sup>th</sup> to receive comments of the draft Action Plan. A total of 27 people attended the hearing and 15 provided oral testimony. Hearing details and request for comments are posted on the City's website. <http://dnd.cityofboston.gov/#page/hearings>

## Expected Resources

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

#### Introduction

A note about the Program Year 2015 budget/resources, while the grant amounts from the four allocations are final, the **program income** amount estimates the repayment of prior years' grant funds by recipients of the upcoming year. And, the **roll forward** amount is the amount of grant funds that remain unused (as of 4/13/15) from prior budget year/s budget.

This Action Plan document contains an overall budget of all sources by funding source, and a budget by program allocation.

#### Priority Table

| Program | Source of Funds  | Uses of Funds   | Expected Amount Available Year 3 |                    |                          |            | Expected Amount Available Reminder of ConPlan \$ | Narrative Description  |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|------------|--|--|
|         |                  |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$  |  |  |
| CDBG    | public - federal | Acquisition<br>Admin and Planning<br>Economic Development<br>Housing<br>Public Improvements<br>Public Services  | 16,101,121                       | 3,500,000          | 4,565,129                | 24,166,250 | 48,332,500                                       | Amount for remainder of Con Plan is estimated as 2 times the Year 3 allocation amount. |
| HOME    | public - federal | Acquisition<br>Homebuyer assistance<br>Homeowner rehab<br>Multifamily rental new construction<br>Multifamily rental rehab<br>New construction for ownership<br>TBRA | 3,998,161                        | 600,742            | 0                        | 4,598,903  | 9,197,806  | Amount for remainder of Con Plan is estimated as 2 times the Year 3 allocation amount. |

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| Program | Source of Funds        | Uses of Funds   | Expected Amount Available Year 3 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description  |
|---------|------------------------|---|----------------------------------|--------------------|--------------------------|-----------|--|--|
|         |                        |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |  |
| HOPWA   | public<br>-<br>federal | Permanent housing in facilities<br>Permanent housing placement<br>Short term or transitional housing facilities<br>STRMU<br>Supportive services<br>TBRA                                     | 2,715,215                        | 0                  | 0                        | 2,715,215 | 5,430,430  | Amount for remainder of Con Plan is estimated as 2 times the Year 3 allocation amount. |
| ESG     | public<br>-<br>federal | Conversion and rehab for transitional housing<br>Financial Assistance<br>Overnight shelter<br>Rapid re-housing (rental assistance)<br>Rental Assistance<br>Services<br>Transitional housing | 1,460,989                        | 0                  | 0                        | 1,460,989 | 2,921,978  | Amount for remainder of Con Plan is estimated as 2 times the Year 3 allocation amount. |

**City of Boston, Program Year 2015 Action Plan: July 1, 2015 to June 30, 2016**

| Program                                     | Source of Funds        | Uses of Funds   | Expected Amount Available Year 3 |                    |                          |            | Expected Amount Available Remainder of ConPlan \$ | Narrative Description  |
|---|------------------------|---|----------------------------------|--------------------|--------------------------|------------|---|--|
|   |                        |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$  |   |  |
| Continuum of Care                           | public<br>-<br>federal | Admin and Planning<br>Permanent housing in facilities<br>Permanent housing placement<br>Public Services<br>Rapid re-housing (rental assistance)<br>Rental Assistance<br>Supportive services<br>TBRA<br>Transitional housing | 24,163,154                       | 0                  | 0                        | 24,163,154 | 48,326,308  | Competitive grant. The amount for the remainder of Con Plan is estimated as 2 times the Year 3 amount.   |
| Section 108                                 | public<br>-<br>federal | Economic Development  | 5,050,334                        | 0                  | 0                        | 5,050,334  | 10,000,000  | Boston received a \$69.7 million Section 108 loan guarantee funding reservation in 2010 for the Boston Invests In Growth Loan Fund. We are preparing a renewal plan to HUD to carry forward the balance of \$46.5 million for 5 more years.                |
| Other – Choice Neighborhoods Implementation | public<br>-<br>federal | Acquisition<br>Admin and Planning<br>Economic Development<br>Housing<br>Multifamily rental new construction<br>Multifamily rental rehab<br>Public Improvements<br>Public Services   | 3,047,304                        | 0                  | 0                        | 3,909,804  | 1,237,500   | Competitive Grant targeted to the redevelopment of the severely distressed HUD-assisted Woodledge/Morrant Bay housing development and the provision of services and physical improvements in the Quincy Corridor Choice Neighborhoods target neighborhood. |

**City of Boston, Program Year 2015 Action Plan: July 1, 2015 to June 30, 2016**

| Program                                       | Source of Funds     | Uses of Funds  | Expected Amount Available Year 3 |                    |                          |            | Expected Amount Available Reminder of ConPlan \$ | Narrative Description   |
|---|---------------------|--|----------------------------------|--------------------|--------------------------|------------|--|---|
|   |                     |  | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$  |  |   |
| Other – Lead Paint Abatement                  | public<br>- federal | Homeowner rehab<br>Other   | 1,244,667                        | 0                  | 0                        | 1,244,667  | 100,000  | Boston was awarded \$2.5 million in FY13 to continue implementation for 36-months of its comprehensive program to reduce the hazards of lead-based paint in approximately 240 privately owned housing units. The FY15 Notice of Funding Availability has not been issued.   |
| Other – <i>Inclusionary Development (IDP)</i> | public<br>- local   | Acquisition, Homebuyer assistance, Homeowner rehab, Housing Production, Special Needs Housing.                               | 12,767,078                       | 0                  | 0                        | 12,767,078 |  | The Inclusionary Development (IDP) fund is managed jointly by the Boston Redevelopment Authority and Neighborhood Development. The fund is capitalized through fees paid by private developers in lieu of building onsite inclusionary affordable housing. In FY16, IDP will be used to fund the department's affordable housing production pipeline. |
| Other – City Operating                        | public<br>- local   | Admin and Planning<br>Economic Development<br>Homebuyer assistance<br>Homeowner rehab<br>Housing<br>Public Services<br>Other | 4,510,265                        | 0                  | 0                        | 4,510,265  | 0  | City operating funds support staff costs in several programs and within DND's administration and planning divisions.  |
| Other -                                       | public<br>- local   | Economic Development   | 330,000                          | 0                  | 0                        | 330,000    | 0  | Community Improvement and Innovation Fund. New resource in PY14, the net earnings above the City's cost of Section 108 loans.   |

| Program                           | Source of Funds        | Uses of Funds  | Expected Amount Available Year 3 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description  |
|-----------------------------------|------------------------|--|----------------------------------|--------------------|--------------------------|-----------|--|--|
|                                   |                        |  | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |  |
| Other – EPA                       | public<br>–<br>federal | Environmental Testing  | 133,333                          | 0                  | 0                        | 133,333   | 0  |  |
| Other –<br><br><i>Boston 2030</i> | Public<br>– local      | Acquisition, Homebuyer assistance, Homeowner rehab, Housing Production, Special Needs Housing. | 7,250,000                        | 0                  | 0                        | 7,250,000 | 10,000,000                                       | Multi-year housing strategy launched October 2014 (formerly <i>Leading the Way</i> ). Con Plan remainder is an estimate. |

Table 2 - 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 HOME match is documented every year in Boston’s annual performance report (CAPER) and is met by a combination of State rental assistance and non-Federal funds such as Inclusionary Development, Neighborhood Development Fund, etc. We leverage \$13.21 in additional financing for every dollar in HOME assistance the City provides earning Boston a leverage ranking in the 100th percentile nationally based on HUD’s HOME Program Performance Snapshot (3/31/15).

The ESG program requires that grantees match the funding received from HUD. The City meets this requirement by requiring that its non-profit sub-recipients identify eligible sources of matching funds as part of their application to the City for ESG funds. They are required to provide documentation of the availability of the matching funds as part of DND’s routine sub-recipient monitoring.

**LEVERAGE:** Several of the programs included in this Action Plan are directly linked to the implementation of the City’s housing production goals. The City allocates substantial amounts of its HUD funds as well as City funds towards these goals.

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

This website: <http://dnd.cityofboston.gov/#page/DNDPropertyForSale> has been developed to make it easy for the public to be more fully informed about all active real estate disposition projects undertaken by the Department of Neighborhood Development. It also provides an online mechanism for residents to offer their opinions about any of DND's active real estate disposition projects.

Boston strives to expand affordable housing opportunities and employment opportunities utilizing strategic land acquisition, site assembly and disposition. City owned tax foreclosed property is available for larger scale development, two recent projects – **Quincy Heights** and **Quincy Commons** are examples. **Grassroots** is another example where vacant city-owned land supports the development of community gardens by neighborhood groups and non-profits.

The **Neighborhood Homes Initiative (NHI)** uses city-owned land to create affordable homeownership opportunities for a range of middle-class homebuyers. DND will be selling approximately 250 parcels of City-owned land for these homes and will provide subsidies to developers to ensure that these homes are priced affordably. The affordable homes produced through NHI will have a 50-year resale restriction to provide affordability for future generations of homebuyers.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

| Sort Order | Goal Name  | Start Year | End Year | Category                    | Needs Addressed  | Funding   | Goal Outcome Indicator   |
|------------|--|------------|----------|-----------------------------|--|---|--|
| 1          | Improve the quality of owner housing.              | 2013       | 2017     | Affordable Housing          | Affordable Housing - Rental & Homeownership Affordable Housing - Rehab of Existing Units | CDBG: \$4,557,619<br>City Operating Funds: \$253,650<br>HB2030: \$2,515,000   | Homeowner Housing Rehabilitated: 1910 Units  |
| 3          | Improve quality existing affordable rental housing | 2013       | 2017     | Affordable Housing Homeless | Affordable Housing - Rental & Homeownership Affordable Housing - Rehab of Existing Units | CDBG: \$1,560,172<br>HOME: \$500,000<br>FY10/11 Choice Neighborhoods Implementation Grant: \$1,285,934                | Rental units rehabilitated: 331 Household Housing Unit   |
| 4          | Increase the supply of affordable housing          | 2013       | 2017     | Affordable Housing          | Affordable Housing - Rental & Homeownership  | CDBG: \$1,136,556<br>HOME: \$3,420,865<br>City Operating Funds: \$87,830<br>HB2030: \$3,645,000<br>IDP: \$12,721,611  | Rental units constructed: 412 Household Housing Unit<br>Homeowner Housing Added: 94 Household Housing Unit                           |
| 5          | Provide Housing-Related Services to Homeless       | 2013       | 2017     | Affordable Housing Homeless | Affordable Housing - Rental & Homeownership Housing-Related Services to Homeless         | CDBG: \$672,700<br>ESG: \$1,460,989<br>Continuum of Care: \$24,163,153<br>HB2030: \$410,000; City operating: \$44,928 | Permanent Housing Assistance: 1150 Households ; Supportive Services: 1050 Households; Homelessness Prevention: 4288 Persons Assisted |



**City of Boston, Program Year 2015 Action Plan: July 1, 2015 to June 30, 2016**

| Sort Order | Goal Name  | Start Year | End Year | Category                                      | Needs Addressed  | Funding  | Goal Outcome Indicator  |
|------------|--|------------|----------|---|--|--|---|
| 6          | Increase Housing Options for Persons with HIV/AIDS | 2013       | 2017     | Affordable Housing Non-Homeless Special Needs | Supportive Housing for Persons with AIDS   | HOPWA: \$2,715,215   | HIV/AIDS Housing Operations: 955 Household Housing Unit   |
| 7          | Support development of community gardens           | 2013       | 2017     | Non-Housing Community Development             | Community Development - Public Services Redevelop city-owned vacant land and buildings | CDBG: \$567,099  | Other: 4 gardens  |
| 8          | Abate Brownfield Sites for Redevelopment           | 2013       | 2017     | suitable living environment                   | Brownfield Sites   | CDBG: \$556,737<br>Section 108/EDI: \$50,334, EPA: \$133,333<br>City Operating Funds: \$72,949                   | Brownfield sites remediated: 100  |
| 9          | Increase the Self-Sufficiency of Low-Income People | 2013       | 2017     | Social services                               | Community Development - Public Services  | CDBG: \$2,709,918<br>FY10/11 Choice Neighborhoods Implementation Grant: \$862,500                                | Public service activities other than Low/Moderate Income Housing Benefit: 3130                  |
| 10         | Improve the Quality of Neighborhood Facilities     | 2013       | 2017     | Public and neighborhood facility improvement  | Community Development - Public Facilities  | CDBG: \$586,300<br>City Operating Funds: \$17,205<br>FY10/11 Choice Neighborhoods Implementation Grant: \$50,000 | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 30 |
| 11         | Revitalize Business Districts                      | 2013       | 2017     | Non-Housing Community Development             | Employment Opportunities Revitalize Neighborhood Business Districts                    | CDBG: \$1,608,333<br>City Operating Funds: \$438,237<br>Improve & Innovation Fund: \$172,250                     | Jobs created/retained: 500 Jobs Businesses assisted: 2880 Businesses Assisted                   |

**City of Boston, Program Year 2015 Action Plan: July 1, 2015 to June 30, 2016**

| Sort Order | Goal Name  | Start Year | End Year | Category                          | Needs Addressed                              | Funding  | Goal Outcome Indicator                                       |
|------------|--|------------|----------|-----------------------------------|--|--|--|
| 12         | Increase Employment Opportunities – Commercial Real Estate Development | 2013       | 2017     | Non-Housing Community Development | Employment Opportunities                     | CDBG: \$498,767<br>Section 108: \$5,000,000<br>FY10/11 Choice Neighborhoods Implementation Grant: \$515,770  | Jobs created/retained: 700 Jobs<br>Businesses assisted: 1300 |
| 13         | Increase rate of successful low-income homebuyers                      | 2013       | 2017     | Affordable Housing                | Affordable Housing - Rental & Homeownership  | CDBG: \$809,823<br>City Operating Funds: \$204,095<br>HB2030 \$500,000   | Direct Financial Assistance to Homebuyers: 150               |
| 14         | Increase the supply of lead safe housing                               | 2013       | 2017     | Affordable Housing                | Affordable Housing - Rehab of Existing Units | CDBG: \$433,609<br>Lead Paint Abatement: \$1,101,151   | Homeowner Housing Rehabilitated: 90 units deleaded           |
| 15         | Support Community Housing Development Org (CHDO)                       | 2013       | 2017     | Affordable Housing                | Affordable Housing - Rental & Homeownership  | HOME: \$229,945  | Other: 11 CHDOs  |
| 17         | Prevent loss of subsidized housing stock                               | 2013       | 2017     | Affordable Housing                | Affordable Housing - Rental & Homeownership  | CDBG: \$166,651<br>HB2030 \$180,000  | Other: CEDAC 30  |
| 18         | Improve Neighborhood Storefronts                                       | 2013       | 2017     | Non-Housing Community Development | Revitalize Neighborhood Business Districts   | CDBG: \$1,128,725<br>City Operating Funds: \$13,130<br>FY10/11 Choice Neighborhoods Implementation Grant: \$120,000<br>Improve & Innovation Fund: \$60,000 | Facade treatment/business building rehabilitation: 120       |

| Sort Order | Goal Name  | Start Year | End Year | Category                          | Needs Addressed  | Funding  | Goal Outcome Indicator  |
|------------|--|------------|----------|-----------------------------------|--|--|---|
| 19         | Provide Business Technical Assistance              | 2013       | 2017     | Non-Housing Community Development | Employment Opportunities<br>Revitalize Neighborhood Business Districts | CDBG: \$930,700<br>City Operating Funds: \$71,935<br>Improve & Innovation Fund: \$27,500                           | Businesses assisted: 1300   |
| 20         | Reduce City's Inventory of Vacant Buildings & Land | 2013       | 2017     | Non-Housing Community Development | Redevelop city-owned vacant land and buildings                         | CDBG: \$40,000<br>City Operating Funds: \$337,467  | Other: 20 sites for Neighborhood Home Initiative  |
| 21         | Maintain City-Owned Buildings & Lots               | 2013       | 2017     |                                   | Redevelop city-owned vacant land and buildings                         | CDBG: \$249,700<br>City Operating Funds: \$1,250,950   | Other: As needed  |
| 22         | Demolish Blighted Buildings                        | 2013       | 2017     | Clearance and Demolition          | Redevelop city-owned vacant land and buildings                         | CDBG: \$738,974  | Buildings Demolished: 1 Building  |
| 23         | Expand Fair Housing Choice and Access              | 2013       | 2017     | Affordable Housing                | Community Development - Public Services                                | CDBG: \$531,472  | Public service activities for Low/Moderate Income Housing Benefit: 3000 Households Assisted |
| 24         | Provide Research & Reports                         | 2013       | 2017     | Planning and Administration       | Affordable Housing - Rental & Homeownership                            | CDBG: \$352,930<br>City Operating Funds: \$111,505<br>FY10/11 Choice Neighborhoods Implementation Grant: \$112,100 | Not Applicable  |

**City of Boston, Program Year 2015 Action Plan: July 1, 2015 to June 30, 2016**

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| Sort Order | Goal Name      | Start Year | End Year | Category       | Needs Addressed                             | Funding  | Goal Outcome Indicator |
|------------|----------------|------------|----------|----------------|---|--|------------------------|
| 25         | Administration | 2013       | 2017     | Administration | Affordable Housing - Rental & Homeownership | CDBG: \$3,393,566<br>HOME: \$448,093<br>City Operating Funds: \$1,580,740<br>FY10/11 Choice Neighborhoods: \$101,000<br>Improve & Innovation Fund: \$70,000<br>Lead Paint Abatement: \$143,516, IDP: \$45,467, | Not Applicable         |

**Table 3 – Goals Summary**

## AP-35 Projects – 91.220(d)

### Introduction

Our CDBG, HOME, HOPWA and ESG funds will be used to continue the same programs we funded last year with 57% of our CPD funds to be used for housing and homeless programs. In total, CDBG and HOME funds support 12 housing and homeless programs. In addition, CDBG funds support our economic development, public service and property management programs. Boston's CDBG allocation amount was cut almost \$300,000 and the HOME allocation was cut by \$526,179. The HOPWA allocation increased 20.9% and that increase will go directly to fund Tenant Based Rental Assistance (TBRA) for HOPWA-eligible households. The ESG program allocation was also increased (7%).

One significant change for the new program year (PY15) starting July 1, the CDBG funded public service activities, administered by the Mayor's Office of Jobs and Community Services (JCS), established Program Policy Principles primarily focused on programs and services aimed at employing people in career sectors that provide them with long-term economic stability. JCS is currently reviewing proposals. A link to the CDBG Program Policy Principles:

[http://www.cityofboston.gov/images\\_documents/CDBG%20policy%20principles%20FINAL%20VERSION\\_tcm3-50043.pdf](http://www.cityofboston.gov/images_documents/CDBG%20policy%20principles%20FINAL%20VERSION_tcm3-50043.pdf)

A Substantial Amendment proposed during the current program year (PY14:7/1/14 to 6/30/14), and under review at HUD, will carry forward to PY15 when approved. The Department received \$9.7 million more in CDBG funds than planned at the start of the program year. The source of the funds were two Section 108 loan prepayments and uncommitted prior year funds. A little more than one half (54%) of the \$9.7 million will be used for the rental housing preservation program to preserve units that are affordable to families at or below 80% of the area median income. The remainder (46% of \$9.7 million) will be used to create a loan loss reserve for the Section 108 loan portfolio. Section 108 is the loan guarantee component of CDBG. The purpose of the loan loss reserve is to provide a source of funds to ensure sufficient resources are available to repay Section 108 loan principal and interest due to HUD in the event that one or more of the City's third party borrowers is unable to meet their payment obligations.

Also of note in PY14, DND's Supportive Housing Division is operating a new program, the Emergency Housing Assistance Program (EHAP), to assist tenants (both individuals and families)

in crisis situations to secure temporary or permanent affordable housing. DND allocated a total of \$142,448 in CDBG funds for Program Year 2014 (July 1, 2014 to June 30, 2015) for this program. The funds were transferred from the housing counseling program, formerly operated under the City's Rental Housing Resource Center (RHRC).

## Projects

### AP-38 Projects Summary

#### Project Summary Information

Table 4 – Project Summary

|   |  |   |
|---|--|---|
| 1 | <b>Project Name</b>  | <b>Existing Homeowner Rehabilitation</b>  |
|   | <b>Goals Supported</b>   | Improve the quality of owner housing.   |
|   | <b>Needs Addressed</b>   | Affordable Housing - Rehab of Existing Units  |
|   | <b>Funding</b>   | CDBG: \$4,557,619; City Operating Funds: \$253,650; HB2030 \$2,515,000  |
|   | <b>Description</b>   | The project provides a combination of loans, grants, discount financing and technical assistance to Boston's homeowners to make needed property improvements. |
|   | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 1910 housing units  |
|   | <b>Location Description</b>  | Citywide  |
|   | <b>Planned Activities</b>  | Activities include small-scale rehab of owner occupied 1-4 family buildings and substantial rehab for senior homeowners.                                      |
| 3 | <b>Project Name</b>  | <b>Homebuyer Financial Assistance</b>   |
|   | <b>Goals Supported</b>   | Increase rate of successful low-income homebuyers   |
|   | <b>Needs Addressed</b>   | Affordable Housing - Rental & Homeownership   |
|   | <b>Funding</b>   | CDBG: \$809,823; City Operating Funds: \$204,095; HB2030 \$500,000  |
|   | <b>Description</b>   | The project provides downpayment and closing cost assistance to graduates of approved homebuyer counseling courses.   |
|   | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 150 homebuyers  |
|   | <b>Location Description</b>  | Citywide  |
|   | <b>Planned Activities</b>  | Enable Boston residents to become first-time homebuyers   |

|   |  |   |
|---|--|---|
| 4 | <b>Project Name</b>  | <b>Homebuyer Technical Assistance</b>   |
|   | <b>Goals Supported</b>   | Increase rate of successful low-income homebuyers   |
|   | <b>Needs Addressed</b>   | Affordable Housing - Rental & Homeownership   |
|   | <b>Funding</b>   | CDBG: \$935,900; City Operating Funds: \$25,645   |
|   | <b>Description</b>   | The project improves access to affordable housing for homebuyers and homeowners.  |
|   | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Workshops and courses (4,000 participants); foreclosure counseling (250 homeowners).  |
|   | <b>Location Description</b>  | Citywide  |
|   | <b>Planned Activities</b>  | The project provides homeowners and first-time homebuyers, especially low-income and minority homebuyers, with educational classes. Program also offers foreclosure counseling. |
| 5 | <b>Project Name</b>  | <b>Rental Housing Preservation</b>  |
|   | <b>Target Area</b>   | Quincy Corridor Choice Neighborhood   |
|   | <b>Goals Supported</b>   | Improve quality existing affordable rental housing  |
|   | <b>Needs Addressed</b>   | Affordable Housing - Rental & Homeownership<br>Affordable Housing - Rehab of Existing Units   |
|   | <b>Funding</b>   | CDBG: \$1,560,172; HOME: \$500,000; FY10/11 Choice Neighborhoods Implementation Grant: \$1,285,934  |
|   | <b>Description</b>   | This project preserves and increases the stock of affordable rental housing.  |
|   | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Preserve 331 rental units.  |
|   | <b>Location Description</b>  | Citywide with some resources targeted to the Quincy Corridor Choice Neighborhood  |
|   | <b>Planned Activities</b>  | This project preserves and increases the stock of affordable rental housing.  |



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| 6 | <b>Project Name</b>  | <b>Housing Production</b>   |
|   | <b>Goals Supported</b>   | Increase the supply of affordable housing   |
|   | <b>Needs Addressed</b>   | Affordable Housing - Rental & Homeownership   |
|   | <b>Funding</b>   | CDBG: \$1,136,556; HOME: \$3,420,865; City Operating Funds: \$87,830; HB2030: \$3,645,000<br>IDP: \$12,721,611  |
|   | <b>Description</b>   | Project makes funding available to assist non-profit and for-profit developers create new affordable rental and homeownership housing.                            |
|   | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 506 new units (94 ownership, 412 rentals)   |
|   | <b>Location Description</b>  | Citywide  |
|   | <b>Planned Activities</b>  | Project makes funding available to assist non-profit and for-profit developers to create new affordable rental and homeownership housing.                         |
| 7 | <b>Project Name</b>  | <b>Lead Paint Abatement</b>   |
|   | <b>Goals Supported</b>   | Increase the supply of lead safe housing  |
|   | <b>Needs Addressed</b>   | Affordable Housing - Rehab of Existing Units  |
|   | <b>Funding</b>   | CDBG: \$433,609; Lead Paint Abatement: \$1,101,151  |
|   | <b>Description</b>   | The project provides grants and loans to abate lead paint hazards in homeownership and rental housing occupied by low-income households with a child under age 6. |
|   | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|   | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 90 housing units deleaded   |
|   | <b>Location Description</b>  | Citywide; prioritized for areas with high numbers and % of children with elevated blood lead levels.  |
|   | <b>Planned Activities</b>  | The project provides grants and loans to abate lead paint hazards in homeownership and rental housing occupied by low-income families with a child under age 6.   |

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| 8  | <b>Project Name</b>  | <b>CHDO Operating Assistance</b>  |
|    | <b>Goals Supported</b>   | Support Community Housing Development Org (CHDO)  |
|    | <b>Needs Addressed</b>   | Affordable Housing - Rental & Homeownership   |
|    | <b>Funding</b>   | HOME: \$229,945   |
|    | <b>Description</b>   | The project provides HOME funds for the operating expenses of certified Community Housing Development Organizations (CHDOs) developing affordable housing.                                  |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Fund 11 CHDOs   |
|    | <b>Location Description</b>  | Citywide  |
|    | <b>Planned Activities</b>  | Provide HOME funds for operating expenses to CHDOs that are owners, developers and/or sponsors of affordable housing that is HOME eligible.   |
| 11 | <b>Project Name</b>  | <b>Tenants-At-Risk (CEDAC)</b>  |
|    | <b>Goals Supported</b>   | Prevent loss of subsidized housing stock  |
|    | <b>Needs Addressed</b>   | Affordable Housing - Rental & Homeownership   |
|    | <b>Funding</b>   | CDBG: \$166,651; HB2030: \$180,000  |
|    | <b>Description</b>   | The project supports low and moderate-income residents of HUD-financed multifamily rental properties to preserve their buildings, maintain affordable rents and build resident communities. |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Not Applicable  |
|    | <b>Location Description</b>  | Citywide  |
|    | <b>Planned Activities</b>  | The project supports low and moderate-income residents of HUD-financed multifamily rental properties to preserve their buildings, maintain affordable rents and build resident communities. |

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| 12 | <b>Project Name</b>  | <b>Homeless and Supportive Housing</b>  |
|    | <b>Goals Supported</b>   | Provide Housing-Related Services to Homeless  |
|    | <b>Needs Addressed</b>   | Housing-Related Services to Homeless  |
|    | <b>Funding</b>   | CDBG: \$672,700; Continuum of Care: \$24,163,153; HB2030: \$410,000; City Operating Funds: \$44,928   |
|    | <b>Description</b>   | The program provides housing-related services to the homeless.  |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Permanent housing assistance: 1150 households; Supportive services: 1050 households.  |
|    | <b>Location Description</b>  | Citywide  |
|    | <b>Planned Activities</b>  | Programs provide housing-related services to the homeless primarily through federal McKinney Vento Homeless Assistance Act programs, as amended by HEARTH, in support of permanent and transitional housing, supportive services and leasing funds. CDBG funds are used for emergency rental assistance and ESG funds provide shelter operating costs, homeless prevention and services. See IDIS project 3034 for ESG. |
| 13 | <b>Project Name</b>  | <b>Supportive Housing for Persons with AIDS</b>   |
|    | <b>Goals Supported</b>   | Increase Housing Options for Persons with HIV/AIDS  |
|    | <b>Needs Addressed</b>   | Supportive Housing for Persons with AIDS  |
|    | <b>Funding</b>   | HOPWA: \$2,715,215  |
|    | <b>Description</b>   | The project provides housing related services to persons with HIV/AIDS. Provider contracts range between one and two years.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 955 households  |
|    | <b>Location Description</b>  | Three-County (Suffolk, Norfolk, Plymouth) Eligible Metropolitan Service Area  |

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|    | <b>Planned Activities</b>  | HOPWA funds primarily provide tenant-based rental assistance, STRMU: short term rental, mortgage and utility assistance, and housing related supportive services to the almost 7,000 persons living with AIDS/HIV in the Boston EMSA.   |
| 14 | <b>Project Name</b>  | <b>Grassroots</b>   |
|    | <b>Goals Supported</b>   | Support development of community gardens<br>Reduce City's Inventory of Vacant Buildings & Land  |
|    | <b>Needs Addressed</b>   | Brownfield Sites<br>Redevelop city-owned vacant land and buildings  |
|    | <b>Funding</b>   | CDBG: \$567,099   |
|    | <b>Description</b>   | This project supports the development of community gardens on city-owned vacant land.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 4 community gardens   |
|    | <b>Location Description</b>  | Citywide  |
|    | <b>Planned Activities</b>  | Development of community gardens on city-owned vacant land.   |
| 15 | <b>Project Name</b>  | <b>Main Streets</b>   |
|    | <b>Target Area</b>   | Allston Village Main Street, Bowdoin/Geneva Main Street, Brighton Main Street, Chinatown Main Street<br>Dudley Square Main Street, East Boston Main Street, Egleston Square Main Street<br>Fields Corner Main Street, Four Corners Main Street, Greater Grove Hall Main Street<br>Hyde/Jackson Main Street, Hyde Park Main Street, Mission Hill Main Street<br>St. Mark's Area Main Street, Uphams Corner Main Street, Washington Gateway , Mattapan Square |
|    | <b>Goals Supported</b>   | Revitalize Business Districts<br>Increase Employment Opportunities  |
|    | <b>Needs Addressed</b>   | Employment Opportunities<br>Revitalize Neighborhood Business Districts  |

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|    | <b>Funding</b>   | CDBG: \$1,608,333; City Operating Funds: \$438,237<br>Improve & Innovation Fund: \$172,500  |
|    | <b>Description</b>   | The project provides assistance to 20 designated Main Street districts to support commercial districts by attracting new businesses and providing jobs to area residents.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Jobs created/retained: 500<br>Businesses assisted: 2880   |
|    | <b>Location Description</b>  | Citywide  |
|    | <b>Planned Activities</b>  | Provide financial and technical assistance through a four-point comprehensive approach to create and sustain the district's image: 1. Community organization; 2. Promotion; 3. Design; and 4. Economic restructuring to enhance the image of the business district and attract new consumers. |
| 16 | <b>Project Name</b>  | <b>ReStore</b>  |
|    | <b>Target Area</b>   | Quincy Corridor Choice Neighborhood   |
|    | <b>Goals Supported</b>   | Revitalize Business Districts<br>Improve Neighborhood Storefronts   |
|    | <b>Needs Addressed</b>   | Revitalize Neighborhood Business Districts  |
|    | <b>Funding</b>   | CDBG: \$1,128,725; City Operating Funds: \$13,130<br>FY10/11 Choice Neighborhoods Implementation Grant: \$120,000;<br>Improve & Innovation Fund: \$60,000   |
|    | <b>Description</b>   | This project helps neighborhood business and property owners with storefront improvements to support and strengthen the local commercial areas.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 150 storefronts   |
|    | <b>Location Description</b>  | Citywide with some resources targeted to the Quincy Corridor Choice Neighborhood  |

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|    | <b>Planned Activities</b>  | Provide financial assistance to neighborhood businesses to undertake a variety of improvements such as: 1. Restoration of exterior finishes/materials; 2. Repair or replacement of storefront windows and doors; 3. New signage and lighting; 4. Removal of roll-down grills; and 5. Installation of awnings. |
| 17 | <b>Project Name</b>  | <b>Commercial Real Estate Development</b>   |
|    | <b>Target Area</b>   | Quincy Corridor Choice Neighborhood   |
|    | <b>Goals Supported</b>   | Revitalize Business Districts<br>Increase Employment Opportunities  |
|    | <b>Needs Addressed</b>   | Employment Opportunities<br>Revitalize Neighborhood Business Districts  |
|    | <b>Funding</b>   | CDBG: \$498,767; Section 108: \$5,000,000; FY10/11 Choice Neighborhoods: \$515,770  |
|    | <b>Description</b>   | The project provides loans and grants to for-profit businesses for larger scale economic development projects that will create jobs for low-income persons or provide needed business services to low and moderate income areas.  |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 700 jobs new or retained.   |
|    | <b>Location Description</b>  | Citywide with some resources targeted to the Quincy Corridor Choice Neighborhood  |
|    | <b>Planned Activities</b>  | Provide funding to assist with acquisition, construction, rehabilitation or working capital loans for commercial and industrial projects.   |
| 18 | <b>Project Name</b>  | <b>Business Technical Assistance</b>  |
|    | <b>Goals Supported</b>   | Revitalize Business Districts<br>Increase Employment Opportunities  |
|    | <b>Needs Addressed</b>   | Employment Opportunities<br>Revitalize Neighborhood Business Districts  |
|    | <b>Funding</b>   | CDBG: \$930,700; City Operating Funds: \$71,935; Improve & Innovation Fund: \$27,500  |

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|           | <b>Description</b>   | Project provides managerial and financial products and services to small businesses that will create additional jobs or provide an expanded service to a low and moderate income area. |
|           | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|           | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 1400 business assisted   |
|           | <b>Location Description</b>  | Citywide   |
|           | <b>Planned Activities</b>  | Types of assistance include financial management, bookkeeping, inventory management and control, marketing, design assistance and legal assistance.                                    |
| <b>20</b> | <b>Project Name</b>  | <b>Partners With Non-Profits</b>   |
|           | <b>Target Area</b>   | Quincy Corridor Choice Neighborhood  |
|           | <b>Goals Supported</b>   | Improve the Quality of Neighborhood Facilities   |
|           | <b>Needs Addressed</b>   | Community Development - Public Facilities  |
|           | <b>Funding</b>   | CDBG: \$586,300; City Operating Funds: \$17,205; FY10/11 Choice Neighborhoods: \$50,000  |
|           | <b>Description</b>   | The project provides funding to community based non-profit organizations to make physical improvements to their facilities.  |
|           | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|           | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 30 neighborhood facilities   |
|           | <b>Location Description</b>  | Citywide with some resources targeted to the Quincy Corridor Choice Neighborhood   |
| <b>22</b> | <b>Planned Activities</b>  | Provide financial assistance to nonprofits to make capital repairs to improve the quality and/or accessibility of neighborhood facilities.   |
|           | <b>Project Name</b>  | <b>Property Disposition</b>  |
|           | <b>Goals Supported</b>   | Reduce City's Inventory of Vacant Buildings & Land   |
|           | <b>Needs Addressed</b>   | Redevelop city-owned vacant land and buildings   |
|           | <b>Funding</b>   | CDBG: \$40,000; City Operating Funds: \$337,467  |

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|-----------|--|---|
|           | <b>Description</b>   | This project makes available city-owned land and buildings for redevelopment through a request for proposals.   |
|           | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|           | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Through the Neighborhood Home Initiative, 20 sites packages will be marketed.   |
|           | <b>Location Description</b>  | Citywide  |
|           | <b>Planned Activities</b>  | CDBG funded activities include non-personnel costs associated with the disposition of property for an eligible community development purpose. Examples include: appraisal, title search, marketing and signage.         |
| <b>23</b> | <b>Project Name</b>  | <b>Brownfields Environmental Abatement</b>  |
|           | <b>Target Area</b>   | Fairmount Smart Growth Corridor & Neighborhood Home Initiative  |
|           | <b>Goals Supported</b>   | Abate Brownfield Sites for Redevelopment  |
|           | <b>Needs Addressed</b>   | Brownfield Sites<br>Redevelop city-owned vacant land and buildings  |
|           | <b>Funding</b>   | CDBG: \$556,737; Section 108/EDI: \$50,334; City Operating Funds: \$133,333   |
|           | <b>Description</b>   | This project investigates tests, analyzes and removes environmental hazards on tax foreclosed and surplus buildings and land to protect the public's health and safety and facilitate the redevelopment of the parcels. |
|           | <b>Target Date</b>   | 7/1/15 to 6/30/16   |
|           | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 100 environmental tests   |
|           | <b>Location Description</b>  | Fairmount Corridor, NHI and Citywide  |
|           | <b>Planned Activities</b>  | Boston's Brownfields program includes a model for prioritizing the City's inventory of brownfield properties that includes assessment, remediation, redevelopment and reuse.  |



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| 24 | <b>Project Name</b>  | <b>Property Management</b>   |
|    | <b>Goals Supported</b>   | Maintain City-Owned Buildings & Lots   |
|    | <b>Needs Addressed</b>   | Redevelop city-owned vacant land and buildings   |
|    | <b>Funding</b>   | CDBG: \$249,700; City Operating Funds: \$1,250,950   |
|    | <b>Description</b>   | This program protects the public health and safety until permanent repairs, disposition or redevelopment of the property can be completed. CDBG funds are used for properties that are in low/mod areas or that will be part of a project providing a benefit to low mod persons. City operating funds are used for properties that are not eligible for CDBG funding. |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | Current Inventory: 40 buildings and 1350 parcels of land.  |
|    | <b>Location Description</b>  | Low-mod areas citywide   |
|    | <b>Planned Activities</b>  | This program makes needed emergency repairs, such as boarding, to prevent illegal entry on city-owned properties acquired through tax title foreclosure; and, readies city-owned properties for disposition. Repairs are done to ensure the safety of the occupants or abutters and to maintain the integrity of the structure.  |
| 25 | <b>Project Name</b>  | <b>Demolition</b>  |
|    | <b>Goals Supported</b>   | Demolish Blighted Buildings  |
|    | <b>Needs Addressed</b>   | Redevelop city-owned vacant land and buildings   |
|    | <b>Funding</b>   | CDBG: \$738,974  |
|    | <b>Description</b>   | This project demolishes blighted properties that pose a threat to public safety and are infeasible for rehabilitation.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 1-2 buildings  |
|    | <b>Location Description</b>  | Citywide   |

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|           | <b>Planned Activities</b>  | Demolish blighted buildings.   |
| <b>27</b> | <b>Project Name</b>  | <b>Human Services (JCS)</b>  |
|           | <b>Target Area</b>   | Quincy Corridor Choice Neighborhood  |
|           | <b>Goals Supported</b>   | Increase the Self-Sufficiency of Low-Income People   |
|           | <b>Needs Addressed</b>   | Community Development - Public Services  |
|           | <b>Funding</b>   | CDBG: \$2,758,613; FY10/11 Choice Neighborhoods Implementation Grant: \$862,500  |
|           | <b>Description</b>   | This project targets programs and services aimed at employing people in career sectors that provide them with long-term economic stability.  |
|           | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|           | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 3130 Individuals   |
|           | <b>Location Description</b>  | Low income persons Citywide with some resources targeted to the Quincy Corridor Choice Neighborhood  |
|           | <b>Planned Activities</b>  | A variety of programs to promote economic self-sufficiency.  |
| <b>28</b> | <b>Project Name</b>  | <b>Policy Development &amp; Research</b>   |
|           | <b>Target Area</b>   | Quincy Corridor Choice Neighborhood  |
|           | <b>Goals Supported</b>   | Provide Research & Reports   |
|           | <b>Funding</b>   | CDBG: \$352,930; City Operating Funds: \$111,505; FY10/11 Choice Neighborhoods: \$112,100  |
|           | <b>Description</b>   | Policy Development and Research (PDR) supports DND with program development assistance, research and policy analysis, mapping and data services, as well as grant-writing and technical assistance on regulatory and compliance matters. |
|           | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|           | <b>Planned Activities</b>  | Preparation and submission of federally required plans and reports; oversee Boston's HUD required citizen participation process; provide research, analysis, maps and reports to support programs and special initiatives.               |

|    |  |  |
|----|--|--|
| 29 | <b>Project Name</b>  | <b>Administration</b>  |
|    | <b>Goals Supported</b>   | Administration   |
|    | <b>Funding</b>   | CDBG: \$3,393,566; HOME: \$448,093; City Operating Funds: \$1,580,740; FY10/11 Choice Neighborhoods: \$101,000; Improve & Innovation Fund: \$70,000; Lead Paint Abatement: \$143,516; IDP: \$45,467  |
|    | <b>Description</b>   | Administration and Finance (A&F) manages DND's annual budget and provides oversight and management for a broad array of departmental responsibilities.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|    | <b>Planned Activities</b>  | Manage the flow and efficient processing of federal funds to DND projects and programs; administer contracts for administrative and construction services; monitor conformity with affordability covenants placed on property developed with DND funds; maintain project records in accordance with state and federal regulations; provide administrative support and services to DND. |
| 31 | <b>Project Name</b>  | <b>Fair Housing</b>  |
|    | <b>Goals Supported</b>   | To foster inclusive, healthy, resilient and sustainable neighborhoods for all people through inclusive planning, affirmative housing marketing, fair lending initiatives, education initiatives, enforcement initiatives, and through partnerships, committees and taskforce groups.   |
|    | <b>Needs Addressed</b>   | Community Development - Public Services  |
|    | <b>Funding</b>   | CDBG: \$531,472  |
|    | <b>Description</b>   | Through the Office of Fair Housing and Equity, this program increases housing choice through maintaining a database of housing availability, education and outreach, housing search assistance, policy development, enforcing fair housing laws, and ensuring the affirmative marketing of city assisted housing developments.   |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 3,000 persons  |
|    | <b>Location Description</b>  | Citywide   |

|    |  |  |
|----|--|--|
|    | <b>Planned Activities</b>  | Five primary activities: 1. Investigating fair housing complaints and enforcing fair housing laws, 2. maintain database of public and private housing opportunities and provide housing search assistance, 3. Policy development and implementation, 4. Ensuring Affirmative Housing Marketing Plans of city assisted housing developments. 5. Provide education and outreach to increase housing choice and access. |
| 34 | <b>Project Name</b>  | <b>Emergency Solutions Grant (ESG)</b>   |
|    | <b>Goals Supported</b>   | Provide Housing-Related Services to Homeless   |
|    | <b>Needs Addressed</b>   | Housing-Related Services to Homeless   |
|    | <b>Funding</b>   | ESG: \$1,460,989   |
|    | <b>Description</b>   | This program works to reduce the number of homeless families and individuals.  |
|    | <b>Target Date</b>   | 7/1/15 to 6/30/16  |
|    | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 4288 person assisted   |
|    | <b>Location Description</b>  | Citywide   |
|    | <b>Planned Activities</b>  | Funding is used for Street Outreach, Emergency Shelter, Homelessness Prevention, Rapid Re-Housing and Homeless Management Information System (HMIS). See IDIS 3012 for other homeless and supportive housing programs.   |

## **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**

Unless otherwise specified, all of Boston's HUD-funded housing and community development programs are generally available to eligible low and moderate-income persons citywide. Certain programs have funding restrictions associated with a particular funding source that impose geographic restrictions. Also, CDBG-funded projects or programs such as Grassroots that rely on the Low-Mod Area (LMA) National Objective must be located within a primarily residential area in which more than 51% of residents have incomes below 80% of the Boston metropolitan area median income.

### **Geographic Distribution**

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

The Main Streets program is targeted to 20 neighborhood commercial business districts. CDBG funds are used for the 17 Main Street Districts that are located in qualified LMA areas. These are designated as Local Target Areas in the Consolidated Plan. The remaining 3 districts are funded with other (non-Federal) resources.

Choice Neighborhoods (CN) funds, including the Public Safety Enhancement (PSE) grant, and the associated CDBG and Section 108 matching funds, are restricted to the Quincy Corridor Choice Neighborhood area. The funds were competitively awarded by HUD specifically for this area. The Quincy Corridor Choice Neighborhoods area was designated as a CDBG Neighborhood Revitalization Strategy Area (NRSA) in Program Year 2011. HUD approved continuing the NRSA designation for the entire 5-year period covered by the current Consolidated Plan.

Lead Hazard Control Grant funds are available citywide, but are prioritized for areas with high numbers and percentages of children with elevated blood lead levels.

HOPWA funds are available to service providers throughout the three-County (Suffolk, Norfolk,

Plymouth) Eligible Metropolitan Service Area, but as most of the persons living-with HIV/AIDS are within the City of Boston, most of the funded programs are located there as well.

Maps of these geographic target areas are included in the Appendix.

## **Discussion**

All of the HUD funded programs are either targeted directly to low and moderate-income persons or to geographic areas with a majority of low and moderate-income persons.

HOPWA funding allocations are prioritized to ensure that the resources are targeted to communities with the greatest need based on the number and incidence rate of cases of persons living with HIV/AIDS, the availability of affordable housing and supportive services, and the number and percentage of eligible low and moderate income persons with HIV/AIDS.

## Affordable Housing

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

#### Introduction

The primary focus of each of Boston's Annual Action Plan (and associated 5-Year Consolidated Plan) has been affordable housing. This is both because affordable housing is one of the most important challenges facing the City and its residents and because the HUD resources covered by the Plan are primarily resources for affordable housing. The housing element of the Plans is in turn a part of the City's broader housing strategy. In October 2014, Mayor Martin J. Walsh released **Housing a Changing City: Boston 2030**, the administration's housing plan. By the year 2030, Boston's population will reach more than 700,000 residents, a number the city has not seen since the 1950's. **Boston 2030** is the City's strategy to responsibly plan for that growth. By creating housing across demographics and neighborhoods, the City will help ensure that growth and prosperity reaches every corner of Boston. The complete plan is available here: [http://dnd.cityofboston.gov/#page/Boston\\_2030](http://dnd.cityofboston.gov/#page/Boston_2030)

As required by HUD, the City calculates affordable rents and income limits. See the charts in Appendix section of this Plan.

| One Year Goals for the Number of Households to be Supported |       |
|---|-------|
| Homeless  | 3,119 |
| Non-Homeless  | 4,288 |
| Special-Needs   | 955   |
| Total   | 8362  |

Table 5 - One Year Goals for Affordable Housing by Support Requirement

| One Year Goals for the Number of Households Supported Through |     |
|---|-----|
| Rental Assistance   | 0   |
| The Production of New Units                                   | 506 |
| Rehab of Existing Units                                       | 331 |
| Acquisition of Existing Units                                 | 0   |
| Total   | 837 |

Table 6 - One Year Goals for Affordable Housing by Support Type

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

### **Introduction**

Primary responsibility for public housing and resident initiatives rests with the Boston Housing Authority (BHA) and is reported separately in the BHA's annual report to HUD. The BHA provides affordable housing to more than 58,000 residents in and around the City of Boston. Residents are assisted through a combination of public housing and federal and state voucher subsidy programs that provide a wide variety of housing opportunities. As the largest public housing authority in New England, the BHA houses close to nine percent of the city's residents. <http://www.bostonhousing.org/en/Home.aspx>

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

The BHA received a Choice Neighborhood Planning Grant award for the Whittier Street project and submitted a \$30 million application for a Choice Neighborhood Implementation Grant. Whittier Choice Neighborhoods is a major City initiative and priority investment area as evidenced by the City's role as co-applicant and the Boston Redevelopment Authority's role as lead Neighborhood partner. If funded, DND will seek designation of the Whittier Choice target neighborhood as a Neighborhood Revitalization Strategy Area (NRSA) under the Community Development Block Grant (CD BG) program for the term of the grant. DND committed the following support to the project if awarded Choice Implementation funding: 1) 10% of our federal FY15 CDBG allocation (\$1.6 million) to the neighborhood component of the plan, 2) \$4.96 million to the housing component, 3) \$100,000 in façade improvements. Details available [http://www.bostonhousing.org/en/News/Boston-Housing-Authority-Competes-for-\\$30-Million.aspx](http://www.bostonhousing.org/en/News/Boston-Housing-Authority-Competes-for-$30-Million.aspx)

The Planning and Real Estate Development Department of the Boston Housing Authority (BHA) is responsible for redevelopment and leveraged financing programs, including HOPE VI projects, as well as several strategic planning and policy functions within the Authority. The link above provides access to the Plans and other documents. Other key roles of the department are 1) to enhance the BHA's outreach and links to residents and the larger community, 2) to administer the BHA's Agency Plan process, and 3) to run the BHA's Energy and Water Conservation Program.



In addition to the BHA's efforts and programs, the City provides support to selected programs serving public housing residents through its CDBG-funded human service programs. The City's Department of Neighborhood Development has also supported the BHA's applications to HUD for funding under the HOPE-VI, Resident Opportunity Self Sufficiency (ROSS) and other programs targeted to serving public housing residents.

The City also provides CDBG, HOME or other funding to BHA redevelopment projects through the Rental Housing Preservation or the Rental Housing Production programs. Public housing residents participating in the BHA's Section 8 Homeownership Voucher program are encouraged to enroll in DND's homebuyer education and counseling programs and, upon completion of the program, are eligible to receive downpayment and closing cost assistance from DND if they are purchasing a home in Boston. More information on the BHA's Section 8 Homeownership program is available in Chapter 16 of the BHA's Section 8 Administrative Plan: <http://www.bostonhousing.org/en/Policies/Section-8-Admin-Plan-Ch-16.aspx>

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

BHA activities to increase resident involvement include the Resident Advisory Board a group of residents elected to represent and reflect the diversity of residents served by BHA and to advise on the development and implementation of the Annual Plan; Local Tenant Organizations which are elected by their peers and represent residents in public housing developments and advocate for the needs of residents on all matters; and Section 8 Tenants Incorporated which works on behalf of leased housing participants on areas of education and resident rights and advocates for the needs of leased housing participants; and finally the Resident Empowerment Coalition composed of residents, advocates, and BHA has convened resident leaders and advocate organizations to form the Resident Empowerment Coalition of BHA (REC).

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

Not Applicable.

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

### **Introduction**

The success of the City's efforts to reduce homelessness over the longer term will require that all placements into permanent housing are sustainable over time, providing the kind of support services that aid clients in addressing the root problems that led to their homelessness. Without these services, some recently re-housed people will drift back toward homelessness, only to repeat the cycle.

The City also recognizes that these services must reflect the diversity of issues that lead to homelessness: some clients will require workforce skill development and job placement; others may need medically-based support services; and still others will need services to gain access to the right income support programs. The City's efforts to end homelessness will include ensuring that appropriate support services are attached to as many homeless placements as possible, either as mobile client-linked services, or as development-based services. The City will work with HUD and technical service providers to ensure that clients served with CoC resources are linked to appropriate mainstream benefits to support their health and success in housing, such as those resources made available through the Affordable Care Act.

**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**

**Permanent Housing:** Through **Bringing Boston Home: An Action Plan to House Boston's Homeless**, the Boston CoC continues to focus on housing the most vulnerable sub-populations. One of Boston's key strategies is to permanently house individuals who have been living in emergency shelter longer than a year. Boston has targeted a list of 220 long-term stayers for placement into housing. To date, 188 or 85% have been housed through this effort. The Boston CoC has also targeted the 75 most vulnerable individuals living on the street for placement onto a housing pathway and to date, 58 or 77% have been housed.

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

**Emergency Shelter:** Boston currently has 4429 year-round emergency shelter beds. At this time, the

City does not have any unmet need for additional emergency shelter beds. The City will use its Emergency Solutions Grant and City operating budget funds to continue to support Boston's Emergency Shelter Network.

**Transitional Housing (TH):** Boston currently has 1709 year-round transitional housing units/beds. At this time, the City does not have any unmet need for additional transitional housing units/beds. The Boston CoC is encouraging existing TH programs to reallocate CoC funding towards the creation of Rapid Re-housing programs for homeless families. In the 2014 CoC competition, the CoC successfully worked with 2 TH providers to reallocate funding to Rapid Rehousing for homeless families; it is expected that the number of TH beds will decrease as a result of this effort.

**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**

In 2014, the CoC reallocated two CoC-funded projects to RR that will serve 51 family households. The CoC plans to continue this strategy as allowed by HUD through upcoming funding opportunities.

**Rapid Re-Housing and Diversion:** Currently, the CoC assists 935 Adults, 427 children for a total 1362 persons served in Rapid Rehousing (RR) programs. The CoC has a RR Demo Project but this is not counted as it is categorized as Transitional Housing.

In 2014, the CoC reallocated at least two projects to Rapid Rehousing (RR) that will serve 40 households. Currently, ESG funded RR projects serve over 400 households and will only have a modest increase in 2015 because 92% of ESG funds are currently used for vital RR and Homeless Prevention (HP) programs and there is very little room for expansion. The City of Boston recently made a \$400,000 award using City funds to expand a RR program that serves families not eligible for the State of Massachusetts' Family Shelter system. In addition, the Massachusetts Department of Housing and Community Development (DHCD) is rapidly re-housing homeless families from hotels and motels into permanent housing. These two programs will count for the increase of 107 served in 2014 and 50 more in 2015. Additionally, the CoC coordinates with Volunteers of America (VOA) to serve veteran families with RR

assistance.

**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.**

Boston's shelters should be the housing option of last resort but they're often used as a housing solution for institutions or communities without housing solutions of their own. These feeder systems need to be better managed and coordinated with Boston and its shelters to prevent as many unnecessary shelter placements as possible.

The State's criminal justice and social service systems can generate demand for emergency shelter in Boston, especially when people are released from institutional settings without sufficient housing support. The City, the provider community, and State and Federal agencies must work together to better manage discharges from these institutional settings.

The goal for this population is to develop and execute shelter diversion agreements with key Federal and State institutions, prioritizing veterans, the mentally ill, ex-offenders, and youth in order to reduce the number of discharges directly from institutions to emergency shelter. To achieve this goal, the City will undertake an analysis of which State / Federal systems are generating the greatest number of shelter placements, particularly extended stay placements, including quantification of the number of discharges from institutions of care to emergency shelter. Engagement with those systems that are the biggest sources of new entry or re-entry into the City's homeless shelter system and the execution of formal agreements regarding outplacements of their clients so as to divert discharges directly to shelter is critical to lowering unnecessary shelter placements.

**Homeless Prevention:** In 2014, 36% of the ESG budget was spent on Homelessness Prevention (HP). In ESG funding for HP Programs increased to support the key initiatives outlined in the CoC Strategic Plan and has focused on two key areas; eviction prevention for subsidized tenants and property management/owner involvement in homelessness prevention planning and programming. In addition, the City of Boston has dedicated \$162,000 of City funds for this initiative.

**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        | 56         |
| Tenant-based rental assistance   | 50         |
| Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds               | 60         |
| Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds | 0          |
| <b>Total</b>   | <b>166</b> |

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

### **Introduction**

**High Land Costs and Lack of Available Land:** Among the most significant barrier to the development of affordable housing in the City of Boston and throughout the Boston metro area is the high cost of land. For example, according to the Lincoln Land Institute's (<http://www.lincolninst.edu/subcenters/land-values/metro-area-land-prices.asp>) most recent data, land costs account for 59% of the cost of building housing in Metro Boston compared to just 34% in nearby Providence, Rhode Island and 19% in Hartford, Connecticut.

**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**

One of the ways the City of Boston has addressed the high cost of land is by providing city-owned (tax foreclosed) land and buildings at nominal costs for the development of affordable housing. This helps to address both the supply and cost of buildable land.

**High Construction Costs:** The high cost of labor and materials are another significant barrier to the production of affordable housing in Boston. This obstacle has proven more intractable in part due to state prevailing wage and Federal Davis-Bacon Act requirements that apply to most housing developments assisted with either CDBG or HOME funds. The City does require construction contracts to be competitively bid and expects costs to be within a reasonable range based on the costs for comparable projects. On larger development projects, construction bids are often currently coming in above estimated costs due to the approximately two years that elapses between the predevelopment period and the actual bidding of a project.

### **Discussion**

**Chapter 40-B:** One of the most significant tools for encouraging affordable housing development in Massachusetts is the state law known as Chapter 40-B. Chapter 40B is a state statute that enables local Zoning Boards of Appeals (ZBAs) to approve affordable housing developments under flexible rules if at least 20-25% of the units have long-term affordability restrictions. Also known as the Comprehensive

Permit Law, Chapter 40B was enacted in 1969 to help address the shortage of affordable housing statewide by reducing unnecessary barriers created by local approval processes, local zoning, and other restrictions.

The goal of Chapter 40B is to encourage the production of affordable housing in all cities and towns throughout the Commonwealth and many communities have used it to negotiate the approval of quality affordable housing developments. The program is controversial, however, because the developer (a public agency, nonprofit organization or limited-dividend company) has the right to appeal an adverse local decision to the State in communities with little affordable housing (less than 10% of its year-round housing or 1.5% of its land area). Boston is one of only 43 municipalities (out of the 351) in the Commonwealth that have met or exceeded this 10% threshold. Over 18% of Boston's housing stock meets the Chapter 40-B definition of affordable housing.

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

### **Introduction**

Please see below for our actions to address these areas.

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

The greatest obstacles faced by the City in addressing underserved housing and community development needs are:

a. the high prices of homes offered for sale are beyond the reach of most low and moderate income residents and even many middle-income residents; b. market rents are not affordable for lower-income residents, especially those with extremely low incomes; c. lack of operating subsidies make it difficult to finance the development of housing that is affordable to very low and extremely low-income households and d. state and federal resources previously available to address these needs continues to be cut.

During the coming year, Boston will continue to advocate for additional funding for federal programs such as CDBG, HOME, Section 202, rental assistance programs such as HOPWA, Shelter Plus Care and Section 8, and for State programs such as the Affordable Housing Trust, the Housing Stabilization Program and the Mass. Rental Voucher Program. The Department of Neighborhood Development will aggressively pursue all available resources for housing and community development.

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

In order to ensure the continued coordination of the City's housing efforts, Mayor Walsh created a Housing Task Force charged with creating a response and operation plan to meet Boston's housing challenges, including increasing the supply of housing, increasing the supply of housing for elderly and low-income households and incentivizing developers to build quality affordable housing. **Boston 2030** Housing Plan is the result of the Task Force work.

The statewide target for affordable housing is that all communities in Massachusetts have at least 10 percent of housing stock in government-assisted affordable housing. Boston already far exceeds that target; affordable housing represents nearly 20 percent of our existing stock and 30 percent of all new



housing production since 2000. With more than 52,000 affordable units, Boston has more than 20 percent of the state's affordable housing, even though the city hosts just over nine percent of the state's population.

Despite all these efforts, the cost of housing remains a huge challenge for many Bostonians; more than 64,000 renters and almost 24,000 homeowners pay more than 35% of their monthly income for rent or a mortgage. Addressing these high housing cost burdens has been at the center of every Boston housing plan since the repeal of rent control in the mid-1990s deregulated 22 thousand apartments occupied by low income and elderly tenants.

The City has been very successful in retaining its affordable housing stock – since 2000, only 1,988 units were lost, or 6%. These losses occurred when private owners converted their affordable developments into market-rate housing after affordability restrictions expired. It will, however, be harder to maintain this success rate going forward for two reasons: first, there are fewer resources, and second, we are seeing a new generation of affordable units that may require preservation assistance for the first time. Boston will continue to work to preserve affordable units and Mayor Walsh's **Boston 2030** has preservation targets.

These newer units, built in the 1980s and forward, may not face the same expiring affordability restrictions that threatened affordable units from the 1960s and 1970s, but they may still need new capital investments to be retained as many start reaching the 30-year mark between now and 2020.

Additionally, affordable condominium units face rising condo fees and declining affordability, especially the affordable units in otherwise market-rate buildings. Some affordable condo developments have struggling underfunded condo associations with fee delinquencies and substantial unfunded capital

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

The City of Boston has made great strides in its efforts to eliminate childhood lead poisoning in Boston. While the number of children under age 6 with elevated Blood Lead Levels (EBLLs) has been reduced by 95% in the past 15 years, there is still work to be done. The abatement of lead in existing housing units is an important part of the City's strategy for addressing an impediment to fair housing faced by low-income families with children.

In October 2014, Mayor Walsh launched the Boston Lead Paint Initiative following a city hosted lead summit. The intended impact of this initiative is a thriving, healthy, innovative and inclusive housing stock and city. A working group comprised of city agencies with representatives from medical, public health, community and nonprofits meets regularly to tackle a host of issues related to lead paint such as housing discrimination, dangers of lead exposure and unsafe home renovations.

The City has a well developed four-pronged strategy for reducing the number of housing units containing lead-based paint and increasing the inventory of lead-safe housing especially for low and moderate income families:

**1. Housing Production** - requiring lead safe units in City supported development plans.

**2. Enforcement** - The City's Inspectional Services Department, Office of Fair Housing and Equity, and the Boston Public Health Commission's Childhood Lead Poisoning Prevention Program conduct housing inspections and investigations, identify units that are non-compliant with Massachusetts Lead Laws and take enforcement actions as needed. For example, Fair Housing Investigations in 2013 resulted in over 150 units being made lead safe.

**3. Abatement** - DND's Home Center Division administers Boston's nationally recognized **Lead Safe Boston** program. The program utilizes HUD and state funds to assist the abatement of lead hazards in existing housing. Boston was awarded \$2.5 million under HUD's FY13 Lead Hazard Control Grant competition and will submit a grant application in the FY15 funding round.

**4. Outreach & Education** - Outreach and education is necessary to increase awareness that lead remains an issue that is linked by reputable studies to health inequities, educational achievement gaps, violence, and housing discrimination. This awareness can make our housing stock healthier and safer by motivating owners to de-lead privately, seek out de-leading resources, take advantage of "do-it-yourself" de-leading trainings offered by the Boston Public Health Commission, thereby reducing discriminations and increasing housing access.

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

**Action for Boston Community Development (ABCD)** is Boston's antipoverty agency providing innovative programs that help empower individuals, families, and communities in Boston to overcome poverty, live with dignity, and achieve their full potential. ABCD served over **100,000** clients in FY2014 through an array of programs that helped them to access work, school, and the benefits they need to stabilize their families and move towards self-sufficiency. ABCD's neighborhood network of Area Planning and Action

Councils, Neighborhood Service Centers, and Head Start sites allow the agency to reach residents of every Boston neighborhood, offering a front door to the wide array of services available.

Through their network of Neighborhood Service Centers, Area Planning and Action Councils, Head Start sites, and affiliates in every neighborhood. Basic demographic data shows that in FY 2014:

- 75.8% of our clients were female; 47% of these were single mothers
- 35.5% of clients were between 24 and 44 years old
- 36% were Black
- 29.6% were Hispanic
- 18% were Asian
- 75% lived at 125% of Federal Poverty Level or below
- 70% of clients had a high school diploma or less, and 32% had less than a high school education
- 75% of households that received services at ABCD are working poor

For more information on ABCD, visit: <http://www.bostonabcd.org/>

The City provides extensive funding for anti-poverty activities through its **Office of Jobs and Community Services (JCS)**, a division of the Boston Redevelopment Authority/Economic Development Industrial Corporation. The mission of the Mayor's Office of Jobs & Community Services is to:

- To empower all Boston residents to achieve their educational and employment aspirations.
- To connect low income residents with job training and employment opportunities.
- To promote lifelong literacy and learning and the necessary support to achieve these goals.

Approximately \$2.7 million in CDBG funds for PY15 will support programs and services that align with JCS' newly established Program Policy Principles that focus on employing people in career sectors that provide them with long-term stability.

For more information on JCS, visit: <http://www.cityofboston.gov/JCS/>

Link to CDBG Program Policy Principles:

[http://www.cityofboston.gov/images/documents/CDBG%20policy%20principles%20FINAL%20VERSION\\_tcm3-50043.pdf](http://www.cityofboston.gov/images/documents/CDBG%20policy%20principles%20FINAL%20VERSION_tcm3-50043.pdf)

In addition, every winter the City runs a volunteer-staffed program to assist low-income families take advantage of the Earned Income Tax Credit (EITC).

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

#### **Community Development Corporations/Community Housing Development Organizations**

**(CDCs/CHDOs):** Some of the nation's strongest and most experienced community development corporations are based here in Boston. The City of Boston provides financial support for this network by using 5% of its HOME funds to provide operating assistance to 11 CDCs and other Community Housing Development Organizations (CHDOs). The operating assistance is administered through the Neighborhood Development Support Collaborative, a program of the Local Initiatives Support Corporation (LISC) and several Boston-area foundations.

**The Boston Rental Housing Center (BRHC)** is staffed by housing professionals who respond to inquiries and provide landlords and tenants with advice, information, referrals and assistance in meeting their legal obligations and exercising their rights, whether in person, on the phone, or by e-mail. In 2014, the BRHC served 2,971 constituents.

Since 1995, the BRHC (formerly the Rental Housing Resource Center) has offered mediation free of charge and has helped to resolve hundreds of landlord-tenant disputes in an informal, non-partisan atmosphere. Mediation can save parties time, stress and legal expenses.

The BRHC assists landlords and tenants who have been displaced by fire or other emergencies, and manages CDBG grants, funding 2 Housing Counseling Agencies, which provide such assistance under the Emergency Housing Assistance Program (EHAP) to low to moderate income tenants with various housing issues and with relocation assistance after displacement due to fire or other housing emergencies.

The BRHC provides a free informational guide for landlords and tenants, entitled The Good Neighbors Handbook, which helps landlords and tenants understand and comply with the complex landlord/tenant laws. It includes information about landlord and tenant rights and responsibilities and covers many aspects of landlord/tenant law in easy-to-understand language. Having accurate information can

improve relationships and often prevents unnecessary and costly conflicts between landlords and tenants. A copy of the handbook is available to download at [www.dnd.cityofboston.gov](http://www.dnd.cityofboston.gov).

The BRHC provides outreach to the community, educating landlords and tenants about rental housing matters through seminars to area colleges and universities, the Boston Public Health Commission and community groups, and attendance at housing fairs. The directors off Off-Campus Housing Departments at area schools often refer students with housing questions to our office.

**The Boston Main Streets Foundation (BMSF)** was established to support the very important work of the individual Main Street organizations. Each Main Street organization is a small independent non-profit with one or one and a half paid staff people. The Boston Main Streets Foundation provides the opportunity for the Main Street organizations to apply for grant support twice per year. These "Innovation and Impact Grants" spark new, innovative and scalable outcomes in Boston's Main Streets neighborhoods, empowering Main Streets organizations to produce new & improved results and leveraging funders' contributions to maximize resources & impact. Also, in partnership with funders and the City of Boston, the BMSF issues "Challenge Grants" to the local BMS districts seeking their individual or collaborative proposals to receive funding to address a specific need or opportunity. In addition, the Foundation provides a vehicle to pursue creative joint fundraising opportunities.

**The Boston Home Center** is a one-stop shop offering information on a range of programs and services available in Boston such as:

- Information and registration for homebuyer education classes and counseling.
- Information on credit counseling and repair.
- Information on and referral to the various loan/grant programs offered to purchase or repair a home.
- Applications for various properties being marketed by the City to income-eligible, first-time homebuyers.
- General education pamphlets on technical and financial issues surrounding the purchase or repair of a home.
- Information on and referral to foreclosure prevention services.
- Information on lending and home repair programs.
- Information on predatory mortgage lending practices.

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

The Boston CoC's governing body is the CoC Leadership Council (LC). The LC was formed in 2008 as part of a statewide effort to prevent and end homelessness. The Mayor appointed LC members after conferring with leaders from the provider, business, consumer, philanthropic and faith communities. The LC directs CoC and Network activities including HMIS implementation and has responsibility for developing and implementing Boston's plan to prevent and end homelessness. The LC has adopted a Conflict of Interest policy and makes decisions through consensus or vote-taking when consensus cannot be reached.

Boston has long been a national leader in the area of housing. Since 2000, the *Leading the Way* initiatives have helped transform Boston's housing economy with a balanced growth agenda that serves all Bostonians. During the 10-years of 2000 to 2010:

- More than 20,000 units of housing were completed
- The creation of these units injected \$7 billion of investment into the economy
- 6,100 of these units were set aside as affordable, including nearly 500 for the homeless
- More than 10,000 new dorm beds were created, freeing up apartments for neighborhood families

Today, Boston is a rapidly shifting city, which required a new plan to ensure that all Bostonians have access to the right kind of housing. More families are living downtown; more workers are choosing to avoid suburban commutes by living closer to their jobs in Boston; and we have a rapidly growing workforce that is young and well-educated that can drive the city's innovation-based economy forward. At the same time, Boston will also see a rising number of seniors in the coming years, particularly because so few Bostonians (only 20%) move away when they retire. Boston is a city that is getting both younger and older at the same time. In response to these trends, **Boston 2030** targets are to help create 53,000 new units of housing at a variety of income levels across the city:

- 44,000 units of housing for the workforce
- 5,000 units of housing for our senior citizens
- 4,000 units to stabilize the market and bring rents and housing prices under control.

**Monitoring Procedures and Standards:** DND has a long and successful track record in administering HUD-funded housing and community development programs. The Compliance Unit in DND's Policy Development and Research Division has the primary responsibility for ensuring that projects and programs are in compliance with program eligibility and has established review procedures to ensure that all statutory and regulatory requirements are met, and that the information submitted is complete and accurate. In addition, sub-recipients are monitored through a combination of periodic reporting and site visits.

**Jobs Monitoring:** The Compliance Unit also has the primary responsibility for monitoring adherence to all federal requirements relating to meeting the national objective standards for creating and/or retaining permanent jobs in the CDBG and Section 108 programs. DND has adopted and is following a Jobs Monitoring Plan.

**URA Compliance:** Procedures are in place for DND staff to ensure compliance with Uniform Relocation Act (URA) requirements. The Assistant Director for Housing Development in DND's Neighborhood Housing Development Division has the primary responsibility for URA compliance.

**Rent, Income & Housing Quality Monitoring:** The Compliance Unit in DND's Policy Development & Research Division is undertaking a thorough review and clean-up of its affordable housing database which will assist in meeting the requirements of the rent and income certification and housing quality

standards under the HOME regulations and City policies. New procedures and technology (Salesforce) are in place to insure on-going compliance. The Boston Housing Authority and DND have been operating under a draft agreement for conducting HQS for units both agencies monitor. The agreement should be finalized during the 2015 HUD program year.

**Small and Local Business Enterprise Office(SLBE):** The City has a separate SLBE office which reviews all projects to ensure compliance with the City's jobs ordinances and with the requirements of Section 3, Davis-Bacon and other employment related requirements. <http://www.cityofboston.gov/slbe/>

In March 2015, Mayor Martin J. Walsh signed an Executive Order creating the **Veteran-Owned Small Business Development Initiative (VOSB)**, aimed at increasing participation of veteran owned small businesses in City contracting opportunities. The SLBE will conduct outreach to identify Veteran Owned Small Businesses (VOSB) that may benefit from this initiative. The office will encourage businesses to verify their status as a VOSB by signing up at [www.vetbiz.gov](http://www.vetbiz.gov), and provide registered VOSBs with information and education regarding City contracting needs and policies.

**Fair Housing:** The City's Fair Housing Commission reviews affirmative marketing plans to ensure compliance with Fair Housing requirements and with the terms of the Consent Decree. <http://www.cityofboston.gov/fairhousing/fairhousing/>

**IDIS:** The Compliance Unit monitors IDIS on a weekly basis and follows up on any CDBG and HOME projects with IDIS "flags" with the appropriate program divisions and project managers to address any problems.

**Performance Monitoring:**

**HUD CAPER:** As part of its preparation of the narratives of its annual Consolidated Annual Performance and Evaluation Report (CAPER), the Department of Neighborhood Development conducts an assessment of its progress in meeting the goals and objectives outlined in the Consolidated Plan and its progress in meeting the proposed accomplishments in the annual Action Plan. A draft report is issued for a 15-day public comment period each year in mid-September.



## Program Specific Requirements

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

#### Introduction

#### Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(l)(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  | 3,500,000         |
| 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. | 5,000,000         |
| 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   | 4,565,129         |
| 5. The amount of income from float-funded activities   | 0                 |
| <b>Total Program Income:</b>   | <b>13,065,129</b> |

#### Other CDBG Requirements

|   |        |
|---|--------|
| 1. The amount of urgent need activities   | 0      |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | 90.00% |

**HOME Investment Partnership Program (HOME)**

**Reference 24 CFR 91.220(I)(2)**

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

The City does not plan to use any forms of investment other than those described in 24 CFR Sec. 92.205(b).

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 will enforce the resale requirements through an Affordable Housing Covenant that will constitute deed restrictions and covenants running with the land for a period of 30 years ("Deed Restrictions") for assisted housing units. The Deed Restrictions includes a formula to determine maximum resale price, an option to purchase on the part of the City and financial penalties if the property is not sold in compliance with the requirements of the covenant.

The City is currently working with the Commonwealth of Massachusetts's Department of Housing and Community Development to revise the shared Affordable Housing Covenant applied to HOME funded housing units.

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:

**Maximum Resale Price**

The "Maximum Resale Price" for the HOME-assisted units shall be determined according to the following formula:

1. The consideration paid for the HOME Units as specified in the Deed to the Owner of the unit increased by three percent (3%) per annum, compound annually, plus
2. The actual cost of other capital improvements made to the HOME-assisted unit, not to exceed one percent (1%) per year of the consideration paid for the HOME-assisted unit; plus;
3. The amount of the real estate agent fee, up to an amount not to exceed three percent (3%) of the sum of (I) and (II) above and provided that such expense is documented.

This formula will ensure that the original HOME-assisted unit owner receives a fair return on their

investment. The Seller is not guaranteed the maximum resale price. The Maximum Resale Price is the highest sale price allowed in accordance with the Affordable Housing Covenant. Actual market conditions may restrict the sale price to less than the allowed Maximum Resale Price.

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 anticipate using any HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds. In the event that it becomes necessary to refinance such existing debt, the City will seek HUD's prior approval as needed on a case-by-case basis. In any case, the primary activity must be rehabilitation.

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

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

ESG written standards are included in the Appendix.

- 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 currently utilizes its HMIS as a coordinated assessment. As part of Boston's participation in the USICH – sponsored 25 Cities Initiative, the CoC has convened a Leadership Team that is working in conjunction with Community Solutions to develop and adopt a Coordinated Assessment and Housing Placement (CAHP) tool to allow for matching functionality. Boston may modify Community Solution's existing PMCP tool for use in the initial pilot of the coordinated assessment system, which will focus on housing homeless individual veterans. The City is also considering building its own CAHP for the initiative that will allow for population of data from its existing HMIS system. The Leadership Team anticipates a final decision on which CAHP system to adopt within the next two weeks, allowing for a community launch of system framework by early July. The second phase of implementation will encompass the customization of the CAHP system for inclusion of all CoC-funded programs.

- 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).**

DND issues a request for proposals (RFP) that includes a set of ranking criteria that carry a point value. These criteria include:

1. Project Description (which includes a description of the outreach, referral and intake process, of the population to be served and their needs, and the participation selection process)
2. Organization Experience and Capacity
3. Coordination and Collaboration
4. Outcomes Achievement
5. Data Collection
6. Program Budget (including verification of match requirements)A panel of DND staff rate and rank each proposal according to the criteria and then make funding recommendations to the DND Director and the Leadership Council of the Boston CoC (the lead agency for the Boston CoC).

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.

We meet this requirement.

5. Describe performance standards for evaluating ESG.

DND utilizes four types of performance standards for evaluating ESG activities.

1. The first is the executed contract between DND and the sub-recipient. The contract includes the ESG regulations, a scope of services that describes the program, the provision of services, the process for the distribution of cash assistance (if applicable), and the program budget and outcome measures. If the sub recipient is out of compliance with any of the provisions of the contract, DND can terminate the funding.
2. The second is the monthly or quarterly payment request process. Through this process we make sure that the funds are being spent in a timely manner, are being used for a eligible activities (including activities that were described in the scope of work), and the proper back-up documentation is being submitted to support the costs as requested.
3. The third way is through semi-annual reports that include the number served, spending and progress on outcomes.
4. The fourth way is through monitoring site visits. DND has an existing monitoring tool that is used for the Emergency Shelter Grant Program that will be adapted for the Emergency Solutions Grant Program. It is our intention to conduct our initial monitoring visit after the program has been operational for at least 3 months.

#### **HOPWA - Selection Project Sponsors**

DND follows a publicly available Request for Proposals (RFP) procurement process for all new funding at the Agency. This opportunity is available to all non-profit organizations. Advertisements are placed in the Boston Herald, the City Record, the Goods and Services Bulletin and are posted on the City's website. Outreach is conducted via an email list serve to all current CoC members, HOPWA recipients and Aid Service Organizations (ASOs).

HOPWA applicants are graded on the strength of their proposals, with preference given to existing providers so as not to disrupt continuity of service delivery to HOPWA-eligible clients.

### Soliciting HOME funded applications

DND's Neighborhood Housing Development Division solicits funding request proposals from Developers through a Request for Proposals (RFP) competitive process. The RFP details criteria for funding that aligns with identified housing needs for the City of Boston. Funding decisions are made in conjunction with the States consolidated funding round for HOME, HSF, HIF, LIHTC, and other resources that assist with the development of affordable housing for families, individuals, the elderly, homeless or other targeted populations.

### Discussion

Consistent with our plans to reduce the number of homeless families and individuals, these are the priorities for funding:

1. Street Outreach and the reduction of the number of the most vulnerable individuals on the street. Provide the services these individuals need to move them off the street to transitional or permanent housing.
2. Programs that move individuals out of shelter into permanent housing so they do not become the long term homeless. Provide individuals with the support services needed to reduce their length of stay in shelter.
3. Provide a safety net for families who are homeless but are not eligible for state-funded emergency shelter. Provide families with housing search and stabilization services.
4. Prevent families from becoming homeless by working with those facing eviction in housing court, partnering with owners of subsidized developments to avoid eviction and partnering with community based organizations (schools, health centers) to identify families at risk of losing their housing.
5. Work in collaboration with our Federal and non-profit partners to ensure an end to veterans' homelessness.