

# Annual Action Plan 2019-2020



## City of Somerville

Joseph A. Curtatone, Mayor

Office of Strategic Planning and Community  
Development

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# Program Year 2019-2020 Annual Action Plan

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# Executive Summary

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

### 1. Introduction

The City of Somerville 2019-2020 Annual Action Plan was developed as a result of a collaborative process designed to identify ongoing housing and community development needs and to establish goals, priorities and strategies to address those needs, especially for low and moderate income households. The general framework for the plan was previously established through the 2018-2022 Consolidated Plan. In this plan, a robust, data driven process was undertaken to better guide and focus funding from the U.S. Department of Housing and Urban Developments formula block grant programs. The federal block grant programs that provide these resources include the Community Development Block Grant (CDBG), the HOME Investment Partnerships Program and the Emergency Solutions Grant (ESG). In both the Five Year Consolidated Plan and the Annual Action Plans, particular focus was placed on the needs most greatly impacting the City's low to moderate income residents.

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

In developing the 2019-2020 Annual Action plan the City identified several area's that continue to present major impediments to low and moderate income residents and also new challenges and areas of concern that have arisen as a result of the City's strong growth and continued development. As outlined in the Consolidated Plan, one of the primary goals of the City is to continue building communities of opportunity. In order to deliver on this goal a set of more focused areas have been identified to achieve this ideal.

- **Affordable Housing-** the City of Somerville remains one of the costlier housing markets in the Greater Boston region. As noted in the consolidated plan, housing cost burden and overall lack of affordable housing supply are issues that are significantly impacting the City's low-mod residents. The City has been aggressively addressing these issues both through innovative policy development and programmatic means. The City will continue to leverage HUD program funds for the creation and preservation of affordable housing supply.
- **Small Business Resiliency-** the City of Somerville is excited to embark on the construction of the much anticipated Green Line Extension. While this will create many new opportunities for both residents and small business owners, the City is concerned that the construction phase of the project will present challenges to both local small business owners and residents of low income neighborhoods accessing services in the impacted areas. Additionally, the City is also sensitive to the needs of small businesses and micro-enterprises across the City that have been experiencing difficulties keeping up with the demands of the fast growing Somerville economy. Lastly, the

City is also committed to supporting economic development activities that will invest in workforce development opportunities and create or retain job opportunities for low and moderate income residents.

- **Infrastructure and Enhancing the Urban Environment-** Similar too many dense urban cities in the northeast corridor, the City of Somerville is facing significant needs related to deteriorating and obsolete road and utility infrastructure. In addition, the increase in foot traffic and pedestrian activity resulting from the continued transit buildout will require added traffic calming and pedestrian safety streetscape improvements, especially in low to moderate income neighborhoods. Lastly, also much like other dense urban centers, Somerville has an exceedingly growing need for quality recreational and green open space. CDBG funds will continue to fund these types of activities in eligible neighborhoods.
- **Family Stabilization and Job Readiness-** As mentioned, the strong growth and demand in the both the Somerville housing market and overall economy while exciting, also presents serious challenges for the city's most at risk populations. Low vacancy rates, increasing rents and property values, and a mismatch of skills among low income workers and local businesses all pose legitimate displacement pressure and opportunity gaps for low/mod residents. In order to ensure that specific targeted services are delivered directly to low and moderate income residents the City will continue to work with our network of non-profit agencies and City partners. This is achieved mainly through the City's annual public services allocation.

### 3. Evaluation of past performance

The City will be entering the second year of its 2018-2022 Consolidated Plan period. A number of achievements have been realized during the first year of the new Con Plan.

**Affordable Housing-** the City has remained committed to tackling the issue of affordable housing through a variety of means. The City has made progress in rolling out its ambitious 100 Homes program which seeks to create and preserve 100 units of a wide range of affordable housing supply. The City continues to utilize the HOME program to fund tenant based rental assistance programs and new development projects. Lastly, the City has built out a range of programs designed to meet different needs for different individuals and scenarios. For example the City offers homebuyer assistance, homeowner rehab, and lead hazard abatement programs intended to assist first time home buyers, low income scenarios, and help expand the supply of family compliant units.

**Economic Development-** The first year of the 2018-2022 Consolidated plan marked a transitional year in the transformation of the City's commercial property improvement program. As experienced in the previous Con Plan period the emergence of digital marketing and social media advertising has decreased the efficacy of traditional brick and mortar retail strategy. In addition, the City is cognizant of looming challenges to small local business owners resulting from the large scale disruptive construction taking place in the City. In response, the City has redesigned its small business resiliency program to have a more individualized, targeted approach that will focus more on technical assistance and direct

intervention strategies. These strategies are aimed at creating and retaining jobs, assisting micro-enterprises, and keeping local neighborhood services accessible during construction.

**Infrastructure and the Urban Environment-** the City has a large pipeline of infrastructure projects planned for the next 5 years. Many of these projects are located in the heart of the cities low and moderate income neighborhoods. In year 1 of the 2018-2022 consolidated plan the City completed several legacy projects including the completion of Hoyt Sullivan and Winter Hill parks, two more planting seasons of the urban forestry program, and significant progress on completion of the Broadway streetscape project. Looking forward, the City will be undertaking a series of projects aimed at improving pedestrian and non-vehicular traffic including streetscape improvements and traffic calming measures. The City will also continue to seek projects that will add to or renovate the limited recreational and green spaces in the City along with seeking opportunities to expand the urban forestry program.

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

The City held two public meetings in preparation for the annual action plan submission. The first meeting was held on Thursday January 31, 2019 at the East Somerville Community School located at 50 Cross Street in Somerville. The second meeting will be in May and the public will have the opportunity to review the plan and make comments.

#### **5. Summary of public comments**

Citizens were able to provide their input at the public meeting and during the public comment period. Attendance and detailed description of the comments received will be provided in the Citizen Participation section of the Action Plan.

The public hearing notice was advertisement was published in the Somerville Times on January 30, 2019. The notice was posted on the City's webpage and was emailed to a wide array of community and nonprofit organizations.

Opening comments and introductions were made by Alan Inacio, SPCD Director of Administration and Finance. Attendees were provided information regarding the categories and levels of HUD funding expected to be available in 2019-2020; in addition to the types of projects expected to be undertaken. All of the individuals in attendance spoke formally, many with personal comments about the efficacy of and need for CDBG programming for low income residents. Attendees were able to provide their input at the public meeting and during the public comment period.

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

N/A

## **7. Summary**

Somerville has historically been an affordable place to live, with convenient access to Boston. Somerville, along with the Greater Boston area and Massachusetts as a whole, is experiencing exponential increases in housing costs. The City continues to battle many of the challenges highlighted in the Housing Needs Assessment of the Consolidated Plan including a high level of housing cost burden among residents, a stark affordability mismatch, particularly for low and moderate income households, demand for public housing and vouchers that exceeds the supply by almost ten times, and changing demographics including an increasingly diverse community, both ethnically and racially.

While the City continues to utilize its HUD program funds to address these needs, additional strategies at the local level have also been pursued to combat the pressing needs of Somerville's residents. The City has strengthened its Inclusionary Zoning Ordinance and continues to work closely with private developers to ensure the maximum number of affordable units that meet the needs of Somerville's low and moderate income population, are created through zoning controls. The City has also worked to strengthen the Linkage Ordinance to ensure new commercial development contributes funds to the Somerville Affordable Housing Trust Fund to address housing needs. Additional funds will also be available via the Somerville Affordable Housing Land Bank, the Community Preservation Act and the City will work to coordinate the efforts of these funding sources with the needs identified in the Needs Assessment. Additional work around workforce development will raise the incomes of residents, making housing more affordable. Increased access to transportation through the extension of the MBTA Green Line and the new Orange Line stop will decrease the dependence on private automobiles and their associated costs, thereby lessening households cost burden and freeing up additional income for other needs, including housing.

The community assets and market knowledge that Somerville needs to build successful activities and projects have been highlighted in the Market Analysis section of the Consolidated Plan. Some of the high level points of interest include a rich immigrant population and artist culture, access to major metropolitan cities, proximity and strong political focus on transit. All of these points of interest make Somerville an interesting place for economic development and job growth, which will reduce the cost burden of the low and moderate income households.

In this Annual Action Plan, Somerville lists its goals and funding allocation estimates from HUD by program. In the narratives that precede and surround these goals and allocations exists the summaries

of geographic and need priorities, as well as the influence of market conditions. The Annual Action Plan also highlights Somerville's commitment to reducing the barriers to affordable housing, homelessness, lead paint hazards and poverty. The monitoring plans for ensuring regulations are followed by the City and its partners are also included in this Action Plan.

DRAFT

**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	SOMERVILLE	OSPCD
HOME Administrator	SOMERVILLE	OSPCD
ESG Administrator	SOMERVILLE	OSPCD

**Table 1 – Responsible Agencies**

Mayor's Office of Strategic Planning and Community Development

93 Highland Avenue

Somerville, MA 02143

Specific questions or comments on the plan or general questions about CPD programs can be addressed to the attention of Elizabeth Twomey, Program Compliance Officer, at 617-625-6600 ext. 2527

Specific questions on Public Service and ESG programs can be addressed to the attention of Judith tumusiime at 617-625-6600 ext. 2542

Specific question on the HOME program can be addressed to Lisa Davidson, Housing Grants Manager, at 617-625-6600 ext. 2585.



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

### **1. Introduction**

#### **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))**

The City of Somerville and OSPCD coordinate activities between public housing and assisted housing agencies through funding and reporting outcomes to state and federal agencies. Non-profit and for profit housing developers and housing providers are in regular contact with OSPCD staff regarding permits, project ideas and potential state and federal grants that could be combined with CDBG and HOME funds for a successful housing project proposal. The HOME program provides vital funding to affordable housing providers that also apply for tax credit funding to develop affordable housing units. During the 2013-2017 con plan period the City of Somerville was able to successfully leverage HOME funds to deliver several high impact developments including those at St. Polycarp’s village, 181 Washington St., and the Mystic Waterworks project. The city aims to continue working with its public and assisted housing providers on these joint funding strategies with additional development projects during the 2018-2022 Con Plan period.

The City of Somerville strives to be in constant contact with various public and private agencies to ensure funding priorities are in line with current community development goals. OSPCD is involved in many community collaborations with an aim to enhance coordination between housing and service providers to better serve the community. In support of the Consolidated Plan and the Continuum of Care (CoC) Strategic Plan to End Homelessness, SPCD is in partnership with housing providers, health and human services providers to create subsidized affordable housing units that are linked to mainstream and social supports. The City dedicates approximately 15% of CDBG HUD grant funds to support the social service programs of 15 non-profit agencies identifying gaps and providing supportive services to low income residents. Anti-poverty programs in conjunction with energy assistance and weatherization assistance programs provide home repairs to emphasize community development sustainability and services to low income residents.

#### **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.**

Staff of OSPCD's Housing Division serve as the lead chair and co-chair in the CoC, attending all monthly meetings and participating in several subcommittees; coordinates the submission of project applications each year and prepares the extensive CoC narrative for submission into HUD's reporting systems. OSPCD

in conjunction with the CoC provides technical assistance to applicant agencies and coordinates monthly meetings of the CoC which comprise providers including homeless shelters, immigration and eviction prevention services, veterans services, educational institutions, health and human services, homeless youth services and housing assistance providers. The CoC is updating a Directory of Community Resources which is used as a guide and reference for homeless services. Continuum of Care agendas are focused on enhanced coordination among all entities and gauging housing and income stability measures of CoC-funded programs. To coordinate services for homeless individuals and families with children, the CoC relies on several local shelter agencies for coordinated entry into and out of the homeless service system. Through the Coordinate Entry assessment tool the most vulnerable will receive housing services. The continuum of housing and supports for homeless veterans and their families have been bolstered substantially with VASH rent subsidies and case management and enhanced re-housing assistance at a local veteran's shelter. Following the Point in Time Count, the CoC reviews the needs within the community and makes recommendations. Additional beds for the chronically homeless have been requested and mobile vouchers have been prioritized through Somerville's Prevention and Stabilization (PASS) program funds. Similarly, Passages, the McKinney funded case management program, has been able to work with the local housing authority in securing Section 8 vouchers and public housing units for the chronically homeless. For those at risk of homelessness, we utilize a Tenancy Stabilization Program to help with some funding for rent or utility arrearages, along with case management to identify any other issues as well. CoC members participate on the State's unaccompanied youth task force which discusses current issues and long term plans. A peer survey of unaccompanied youth was implemented and steps are in place to identify services for this difficult population.

**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**

Several members of OSPCD's Housing Division staff serve as the lead and co- chair in the CoC and these same staff along with other members in the CoC participate on the ESG Advisory Committee making recommendations to the Mayor for ESG funds. Critical feedback on the 2018-2022 Plan was solicited regarding permanent supported housing needs; allocation of ESG funds; updating performance standards for ESG funded activities; and use of the Homeless Management Information System (HMIS) from ESG funded agencies and other stakeholders in preparation for the city's formula funding. Participants were asked to prioritize activities to address homelessness and subpopulations to be served by homeless assistance programs and consideration was given to HUD's encouragement of allocating ESG funds for rapid re-housing.

The CoC (made up of ESG recipients) was the recipient of a planning grant which was used to formalize local CoC processes and enhance planning efforts and local homeless funding streams and set performance measures for the community rather than solely for individual projects. A matrix was

developed to identify quality standards for recipients to gauge the quality of data for reported performance outcomes. These matrixes were used to best align these two programs.

The CoC has voted on a lead HMIS agency who will work with participants to develop a policy and procedure manual that guides local HMIS implementation. This staff person also convenes the HMIS Steering Committee that meets to tackle an array of issues related to effective HMIS administration, quality of data and recommendations to the CoC on how to increase accuracy, completeness and timeliness of reporting to achieve improvements. Input and data from the CoC has been integrated throughout the written standards and was used as a main point of reference in the prioritization of 2018-2019 ESG funding. Direct interactions with the CoC service providers has allowed OSPCD staff to prioritize funding in support of the needs that are not currently being addressed by other federal, state and local funding sources.

Consultation and coordination specific to chronically homeless, has been difficult. Somerville is experiencing a severe shortage of affordable rental housing, particularly for those with no or limited income and special needs often experienced by the chronically homeless. Low vacancy rates have created a very competitive market where landlords are less inclined to house the chronically homeless. Consequently, ESG grantees have shifted their focus to prevention and serving at-risk homeless populations. Knowing that serving the chronically homeless is a priority of the CoC, OSPCD will increase efforts to solicit information to identify successful strategies to be used to inform ESG funding for this priority population.

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

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

1	<b>Agency/Group/Organization</b>	SOMERVILLE HOMELESS COALITION
	<b>Agency/Group/Organization Type</b>	Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency operates a 24 hour information hotline and provides data on low income residents to support coordination of services to improve the lives of residents by integrating social service programs and housing development opportunities to target low income individuals and families. Addressing housing will enable households to focus on health and safety issues and other basic needs and health problems will decline and housing recidivism will be reduced. Public benefit programs will be accessed and income will be maximized for long term stability. Households will begin the path to increased self-sufficiency. The Consolidate Plan and Annual Action Plan utilized the collective knowledge of this agency to develop strategies and goals to address the City's priority needs.

2	<b>Agency/Group/Organization</b>	THE SOMERVILLE COMMUNITY CORPORATION
	<b>Agency/Group/Organization Type</b>	Housing PHA Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-Health Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Homelessness Strategy Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	
3	<b>Agency/Group/Organization</b>	Somerville Housing Authority
	<b>Agency/Group/Organization Type</b>	Housing PHA Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-Health Services-Education Services-Employment

	<p><b>What section of the Plan was addressed by Consultation?</b></p>	<p>Housing Need Assessment Public Housing Needs Homelessness Strategy Market Analysis</p>
	<p><b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b></p>	<p>Provided data on low income residents to support the better coordination of services to improve the lives of residents and counseling support services needed to enable residents to afford and sustain housing. Access to decent, affordable housing provides critical stability for those households and lowers the risk of vulnerable households becoming homeless. Affordable housing increases the amount households can put toward other important needs and savings for the future. Affordable housing creates a stable environment for children and contributes to improved educational outcomes. During the planning process, agencies were invited to attend general meetings and were subsequently met with one-on-one. The City's Consolidated Plan and Annual Plan incorporated information from the Housing Authority in its plan development.</p>
4	<p><b>Agency/Group/Organization</b></p>	<p>Somerville-Arlington Continuum of Care</p>
	<p><b>Agency/Group/Organization Type</b></p>	<p>Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing</p>

	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	In conjunction with the HUD regulation, the CoC sets guidelines for strategies, standard client intake information, Coordinated Entry Policy and Procedures and referral services to address homelessness for families and individuals at-risk of homelessness. Agencies provide input into the Consolidated Plan and Annual Action Plan.
5	<b>Agency/Group/Organization</b>	Somerville School Dept
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Persons with Disabilities Services-Education Child Welfare Agency
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Families with children
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The School Department provided the annual income and ethnicity data information on the student population in the Somerville Schools which is used to document low income areas. Consolidated and Annual plan services and programs were designed in income eligible areas to address and improve the outcomes of youth and families.

6	<b>Agency/Group/Organization</b>	Somerville Affordable Housing Trust Fund
	<b>Agency/Group/Organization Type</b>	Housing Services-homeless Service-Fair Housing Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Trust was formed to deal with the shortage of affordable housing in the City of Somerville. They attend and present research projects at Public Hearings and determine appropriated use of Trust Funds for development such as site acquisition, site clearance, site improvements, etc. The Trust has presented and created new affordable rental and homeownership units in the City of Somerville and created programs that directly assist renters and homeowners. Best practices were incorporated in the Consolidated and Annual Plan.
7	<b>Agency/Group/Organization</b>	The Center for Teen Empowerment, Inc.
	<b>Agency/Group/Organization Type</b>	Services-Education Services-Employment Youth Services
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy Market Analysis



	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency is the lead agency working with teens on identifying and organizing youth initiatives to bring about social change. The youth issues were incorporated in the Consolidated and Annual Plan. There was a decrease in violence and negative youth behaviors, an increase in youth civic engagement, and increase in leadership ability and employment skills of youth organizers. Through involvement several hundred youth participated in positive out of school time activities. During the planning process, agencies were invited to general meetings and were subsequently met with one-on-one. Teen Empowerment provided feedback to the City on initiatives and needs of youth for inclusion in the Consolidated and Annual Plan.
8	<b>Agency/Group/Organization</b>	Somerville Council on Aging
	<b>Agency/Group/Organization Type</b>	Housing Services-Elderly Persons Services-Persons with Disabilities Service-Fair Housing Senior Services
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Staff met monthly with residents in Senior Public Housing and provides documentation on the unmet needs of this growing population. Programming at 3 Senior Centers is designed to engage and meet the needs of the elder community. Quality and supported affordable housing has promoted better mental and physical health, improved quality of life and independence for low income seniors. The Council on Aging shared information about the senior community that was incorporated in the Consolidated and Annual Plan.

9	<b>Agency/Group/Organization</b>	MAPS
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Elderly Persons Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-Health Service-Fair Housing Non English Speaking Seniors
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	MAPS identifies the unmet needs of the non-English speaking Portuguese community in Somerville, enables this community access to services and provides support and a path to citizenship and participation in the community. The unmet needs of non-English speakers were met by providing services that broke down linguistic, cultural and other barriers. Services promoted self-sufficiency, health lifestyles and participation in the local society. The City reviewed relevant updates from MAPS when working on the Consolidated and Annual Plan.
10	<b>Agency/Group/Organization</b>	RESPOND INC
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless Service-Fair Housing Services - Victims Child Welfare Agency

	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Homeless Needs - Families with children
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Respond is a lead agency on the Somerville High Risk Assessment Team, collaborating with Somerville Law enforcement and service providers, working to identify and build a safety net around domestic violence survivors. The agency operates a 24 hour crisis hotline with support and safety net planning for victims of domestic violence. Survivors with access to support services are more likely to leave an abusive situation. The rates of domestic violence homicides and injuries are reduced. The rate of homelessness for victims with children is reduced. Survivors and their children receive the help they need to cope with post-traumatic stress. Families thrive and break the cycle of violence. Best practices were incorporated in the Consolidated and Annual Plan.
11	<b>Agency/Group/Organization</b>	SCM Community Transportation Corporation
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons Services-Persons with Disabilities Services-Health Transportation for seniors and persons with disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	SCM provides transportation services to seniors and disabled residents to remain independent. Transportation is the primary need for seniors and disabled people to enable them to remain living on their own. During the planning process, agencies were invited to attend general meetings and were subsequently met with one-on-one. Coordination with SCM included communication on how to design transportation services to meet the needs of this low income community.

12	<b>Agency/Group/Organization</b>	Cambridge and Somerville Legal Services
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless Service-Fair Housing Eviction Prevention
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Agency works with income eligible clients on eviction prevention. Agency attends Homeless Providers monthly meetings, consults on strategies to improve services, provides training on housing and benefits issues, works closely with the community organizations on policy changes and raises funds for homeless prevention. CASLS participated by providing input into problems affecting their clients.
13	<b>Agency/Group/Organization</b>	Volunteers of America
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Education Services-Employment Veterans services
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Needs - Veterans
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City consulted and received input on the needs of the homeless veterans. VOA attended homeless providers meetings, shared information on client needs and best practices for incorporation in the Consolidated and Annual Plan.

14	<b>Agency/Group/Organization</b>	JUST A START COPORATION
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless Service-Fair Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Identified and brainstormed about the needs of homeless mothers and their children. Attended homeless providers meetings and shared best practices. Information was incorporated in the Consolidated and Annual Plan.
15	<b>Agency/Group/Organization</b>	Community Action Agency of Somerville
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-Children Services-Education Service-Fair Housing Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Homeless Needs - Families with children Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	CAAS is anti-poverty agency in Somerville since 1981. We consulted with them on eviction prevention and housing equity issues facing low income residents in Somerville.

16	<b>Agency/Group/Organization</b>	The Welcome Project
	<b>Agency/Group/Organization Type</b>	Services-Children Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Welcome Project located in Somerville public housing works with non-English speakers on ESOL classes to increase their employment opportunities. Additionally they work with youth providing tutoring and interpreter training employment opportunities for bilingual youth. The project is a wealth of information on the needs of minority in the public housing community.
17	<b>Agency/Group/Organization</b>	EAST SOMERVILLE MAIN STREETS
	<b>Agency/Group/Organization Type</b>	Services-Employment Business and Civic Leaders Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development Non-Housing Community Needs Assessment
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	

18	<b>Agency/Group/Organization</b>	Somerville Fair Housing Commission
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Persons with Disabilities Service-Fair Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	
19	<b>Agency/Group/Organization</b>	Somerville Sustainable Neighborhoods Working Group
	<b>Agency/Group/Organization Type</b>	Housing City Commissioned Working Group
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	
20	<b>Agency/Group/Organization</b>	UNION SQUARE MAIN STREETS
	<b>Agency/Group/Organization Type</b>	Services-Employment Business and Civic Leaders Neighborhood Organization
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	
21	<b>Agency/Group/Organization</b>	Office of Sustainability and Environment
	<b>Agency/Group/Organization Type</b>	City Department
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Housing Community Needs Assessments
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	

**Identify any Agency Types not consulted and provide rationale for not consulting**

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

<b>Name of Plan</b>	<b>Lead Organization</b>	<b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>
Continuum of Care	City of Somerville	The Continuum of Care shares many of the same goals and objectives as the programs offered through the City's CDBG, HOME, and ESG funding. These include the programs and activities targeted towards addressing affordable housing, displacement, and serving the City's most vulnerable populations.
Somervision	City of Somerville	The Somervision plan is the City's comprehensive master plan. The plan addresses issues and sets goals in areas such as affordable housing, recreational and open space, job creation, and diversity. These are all areas also addressed in conjunction with and by the annual action plan.

**Table 3 – Other local / regional / federal planning efforts**



## **AP-12 Participation – 91.105, 91.200(c)**

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

The City of Somerville encourages its citizens to provide input in the Action Plan Process. In accordance with the City's Citizen Participation Plan, the City conducted a public hearing during the development of the Action Plan. The Public Hearing was advertised in The Somerville Times and flyers were distributed in English, Spanish, Portuguese and Haitian Creole. In addition, the Notice was posted in the Library and other City buildings and on the City's website ([www.somervillema.gov](http://www.somervillema.gov)). The Notice was widely distributed via email to partners, nonprofit organizations, businesses, neighborhood groups and citizens whose email addresses have been provided to OSPCD. OSPCD encouraged recipients to circulate the Notice among their networks. The public comment period, public hearings and reminders were publicized. Any public comments received during the public hearing, public meeting and during the public comment period are included in the plan. The City will consider all comments received during the Action Plan process.

Activities proposed during the 2019-2020 Program Year will further the priorities of the 2018-2022 Consolidated Plan which were established after a lengthy planning and public participation process. Concerned citizens and local groups became involved in the development, implementation and evaluation of housing and community development programs.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community	Representatives from the Somerville Homeless Coalition, Just-A-Start, and other City departments were in attendance		N/A	<a href="https://www.somervillema.gov/calendar/2019-01-31?field_event_departments_value=Condominium%20Review%20Board&amp;page=6">https://www.somervillema.gov/calendar/2019-01-31?field_event_departments_value=Condominium%20Review%20Board&amp;page=6</a>
2	Newspaper Ad	Non-targeted/broad community				
3	Internet Outreach	Non-targeted/broad community				

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Flyers	Non-English Speaking - Specify other language: Spanish, Portuguese, Creole				

Table 4 – Citizen Participation Outreach

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## Expected Resources

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

#### Introduction

The 2019-2020 Annual Action Plan details the programs, leveraging entitlement funds and other resources, that will be used to carry out the objectives of the City's community development and homelessness strategy. The **CDBG** funding is utilized to address a wide range of community development needs. The flexible nature of the CDBG program enables the City to implement a multi-faceted strategy that is intended to provide both short term and long term benefits to its most economically vulnerable residents. These funds are used by delivering activities that address the housing, economic development, and urban environment challenges faced by low to moderate income residents. The **HOME** program is utilized to provide a range of direct housing assistance programs. These programs include rental assistance, homeownership assistance, and the creation of new units in conjunction with a local CHDO and financing partners. The **ESG** program provides funds for emergency shelters and transitional housing to help people reach independent living. ESG funds can be used to rehabilitate and operate facilities, provide essential services, and prevent homelessness. The ESG program strives to help homeless individuals and families, and subpopulations within this group, such as victims of domestic violence, youth people with mental illness, families with children and veteran's. ESG funds can also be used to aid people who are at imminent risk of becoming homeless due to eviction, foreclosure, or utility shutoff. Social service agencies receiving ESG funds will demonstrate a match.

#### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,478,050	100,000	0	2,578,050	0	Funding will be spent on a range of programs covering affordable housing, economic development, public infrastructure, and social service activities.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	424,368	0	0	424,368	0	Funding will be spent on a range of programs targeting various affordable housing needs including rental assistance, home ownership assistance, and new housing development.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	209,799	0	0	209,799	0	Funding will be spent on various activities targeted towards shelter operations and street outreach, homelessness prevention and rapid rehousing, HMIS reporting, and administration.
Continuum of Care	public - federal	Housing Public Services	0	0	0	0	0	This represents the annual continuum of care allocation for the Somerville Arlington Continuum of Care.
Other	public - federal	Homeowner rehab Multifamily rental rehab	567,857	0	0	567,857	567,857	In 2017 the City received a 3 year award from the HUD office of Healthy Homes for a Lead Hazard Reduction Grant of \$1.7M these funds will leveraged with the City's housing rehab program.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - local	Acquisition Homeowner rehab Housing Multifamily rental new construction Multifamily rental rehab New construction for ownership Public Improvements	1,396,986	0	0	1,396,986	4,200,000	Community Preservation Act funds are a local tax surcharge dedicated for affordable housing, open space, and historic preservation activities within the City.
Other	public - local	Homebuyer assistance Housing Multifamily rental new construction New construction for ownership Rental Assistance Services TBRA	400,000	0	0	400,000	1,200,000	The Somerville Affordable Housing Trust is a dedicated source of funds that are reserved for specific eligible affordable housing purposes. Trust funds are often used to supplement many of the same programs that also receive federal entitlement funding.

Table 5 - Expected Resources – Priority Table



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

The City of Somerville has designed its programs to maximize the amount of leverage or supplemental funds that can be achieved within each project category. The following is a brief description of the matching or leveraging strategy for different program areas.

**Housing-** the City has had a successful track record of using HOME funds as matching funds in larger scale development projects including 181 Washington Street, the Waterworks projects, and the St. Polcarp Village projects. These projects typically included multiple funding sources including low income tax credit financing and other subsidy sources. Looking ahead the City is exploring opportunities to use HOME funds as a matching source in the Clarendon Hill redevelopment. On the rehab program the City has gained momentum in partnering with the local CHDO in an acquisition and rehab program to preserve existing housing units as permanently affordable units. The rehab subsidy portion of this program is critical to ensure that suitable units that are up to code are delivered through this program.

**Economic Development-** the City encourages any participant of any of the City's economic development programs to demonstrate leverage or provide matching funds during the application process. The business retention and expansion program requires that any business seeking CDBG financing demonstrate the ability to obtain a portion of the financing need from private banks or other lending sources. The City, in turn, will provide gap financing in exchange for compliance with job creation requirements. The City also requires matching funds from any business participating in the Small Business technical assistance program.

**Streetscape and Infrastructure-** the City has previously demonstrated the ability to leverage CDBG funding to complete larger scale infrastructure projects. In the cases of both the East Broadway and Beacon Streetscape projects the City utilized CDBG as matching funds to leverage federal and state funding for these projects. In both projects CDBG funds were able to leverage almost \$10M for each project. The City will continue to use this model as suitable projects and opportunities present themselves.

**Parks and Open Space-** During the last five year action plan period the City was able to successfully leverage CDBG funding with State PARC grant funds and Community Preservation funds to deliver quality recreational and open space projects in low income neighborhoods. The City will continue to seek out opportunities using this funding model.

**Public Service-** CDBG Public Service sub-recipients are expected to collaborate and partner with social service agencies to target resources to meet the needs of the community and reduce the duplication of services. In the Request for Proposal, Public Service sub-recipients are asked to demonstrate matching funds for their program and the funding cycle.

**ESG-**All ESG sub-recipients are required to demonstrate matching funds equal to or greater than the amount of the Emergency Solution Grant. The amount and source of the matching funds is noted in the sub-recipient's RFP. The matching funds are used to help defray the costs for the operations of the shelters and support services to guests and those persons at-risk of homelessness.

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

The City of Somerville does not own any public property, at this time that, it intends to invest entitlement funding into. However, much like the City's housing stock, the City's inventory of public facilities is also aged. The City reserves the right, during the duration of the 2018-2022 period, to utilize entitlement funding for certain neighborhood facilities should the need become imminent. These include facilities such as libraries, public safety, and recreational facilities.

**Discussion**

The City of Somerville has been highly successfully in maximizing the full programmatic and financial efficacy of its entitlement funds. The City has developed innovative programs to leverage both financial and non-financial resources to improve the living standards of the low to moderate income community in terms of affordable housing, economic opportunities, and improved living environments.

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## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Create and Preserve Affordable Housing	2018	2022	Affordable Housing Public Housing Homeless	East Somerville Winter Hill City Wide Union Square Inner Belt/Brick Bottom Hillside	Building Communities of Opportunity Serving the Needs of At Risk Populations	CDBG: \$625,750 HOME: \$424,368	Rental units rehabilitated: 10 Household Housing Unit Homeowner Housing Rehabilitated: 5 Household Housing Unit Direct Financial Assistance to Homebuyers: 3 Households Assisted
2	Stabilize and Revitalize Diverse Neighborhoods	2018	2022	Non-Housing Community Development Job Creation and Retention	East Somerville Winter Hill City Wide Union Square Inner Belt/Brick Bottom	Building Communities of Opportunity	CDBG: \$245,000	Businesses assisted: 15 Businesses Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Infrastructure and Urban Environment Improvements	2018	2022	Non-Housing Community Development Suitable Living Conditions	East Somerville Winter Hill Union Square Inner Belt/Brick Bottom	Enhancing and Improving the Urban Environment	CDBG: \$840,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2100 Persons Assisted
4	Family Stabilization and Workforce Readiness	2018	2022	Affordable Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	City Wide	Building Communities of Opportunity Serving the Needs of At Risk Populations	CDBG: \$371,700	Public service activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted
5	Reducing and Ending Homelessness	2018	2022	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	City Wide	Serving the Needs of At Risk Populations	ESG: \$209,799	Homeless Person Overnight Shelter: 55 Persons Assisted Homelessness Prevention: 40 Persons Assisted

Table 6 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Create and Preserve Affordable Housing
	<b>Goal Description</b>	
2	<b>Goal Name</b>	Stabilize and Revitalize Diverse Neighborhoods
	<b>Goal Description</b>	
3	<b>Goal Name</b>	Infrastructure and Urban Environment Improvements
	<b>Goal Description</b>	
4	<b>Goal Name</b>	Family Stabilization and Workforce Readiness
	<b>Goal Description</b>	
5	<b>Goal Name</b>	Reducing and Ending Homelessness
	<b>Goal Description</b>	

# Projects

## AP-35 Projects – 91.220(d)

### Introduction

The 2019-2020 Annual Action Plan continues many of the projects and programs identified in the Consolidated Plan that address the needs of the cities low to moderate income residents. The Office of Strategic Planning and Community Development will focus its efforts in its previously identified target areas. The City has allocated funds in the HOME Investment Partnership grant, Emergency Solutions grant, and Public Services programs in accordance with the federally mandated expenditure caps and guidelines for those programs. The City also reserves the right to pursue section 108 financing; should an eligible and viable project be identified it would be subject to the approval and additional eligibility and underwriting review criteria of the Office of Housing and Urban Development.

### Projects

#	Project Name
1	Housing Preservation and Rehabilitation Program
2	Small Business Resiliency Program
3	Business Retention and Expansion
4	Neighborhood Infrastructure Improvement Program
5	Parks and Open Space Improvements
6	Green Infrastructure and Urban Forestry Program
7	Public Services
8	Admin
9	Housing Development Special Projects
10	Tenant Based Rental Assistance
11	Home Buyer Assistance
12	CHDO Set-Aside
13	CHDO Operating Set-Aside
14	Home Admin
15	Emergency Solutions Services

**Table 7 - Project Information**

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

The City of Somerville has allocated program funds in a manner that will effectively maximize the leverage capacity of this program funding. Along with the potential to leverage other sources of funds; specific project allocations shown above were based on the analyses informing priority needs and the availability of upcoming projects. The city also is also obligated to adhere to the various categorical limits and restrictions of the various programs. Public Service funds will not exceed 15% of the CDBG entitlement and services will be designed to meet the needs of low income residents by improving access to supportive services for adults, children, seniors and disabled residents. HOME Investment Partnership will be allocated according to categorically eligible programs and include the required CHDO Set-Aside allocations. The Emergency Solution Grant funds are allocated to non-profit agencies providing homeless services and homelessness prevention activities. Together with the Continuum of Care, the City has identified homeless needs and formulated priorities and programs to address them.



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

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<b>1</b>	<b>Project Name</b>	Housing Preservation and Rehabilitation Program
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Stabilize and Revitalize Diverse Neighborhoods
	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	CDBG: \$625,750
	<b>Description</b>	This program will continue to support the City's 100 Homes program. CDBG funds will primarily be used to undertake rehabilitation work but may also fund housing acquisition activities on a limited basis. The City will also continue to operate its existing Home Rehab program to income eligible residents City wide.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that anywhere between 10-20 households will be assisted through this program in PY19. The program will benefit a range of individuals and family types based on the number and type of units that are rehabilitated and/or acquired.
	<b>Location Description</b>	The program is based on homeowner and/or tenant eligibility so is therefore eligible Citywide.
<b>Planned Activities</b>	The City will continue to operate its traditional Housing Rehab program and provide support to the 100 Homes program.	
<b>2</b>	<b>Project Name</b>	Small Business Resiliency Program
	<b>Target Area</b>	East Somerville Winter Hill Union Square
	<b>Goals Supported</b>	Stabilize and Revitalize Diverse Neighborhoods
	<b>Needs Addressed</b>	Building Communities of Opportunity
	<b>Funding</b>	CDBG: \$190,000
	<b>Description</b>	This program will combine technical assistance and direct financial assistance to support micro-enterprises and local small businesses in income eligible areas.
	<b>Target Date</b>	6/30/2020

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	This project is designed to deliver technical assistance to the City's most economically vulnerable small business or micro-enterprise owners. The City will target low to moderate income business owners or small business located in targeted, underserved neighborhoods that provide essential goods and services to the community. Many of the business owners targeted with this effort will be low income immigrant business owners, many of whom are also first time business owners. The City will aim to assist 10-20 eligible businesses.
	<b>Location Description</b>	The City will target its outreach efforts to small businesses located in the previously identified target neighborhoods of Union Square, Winter Hill, East Somerville, and Gilman Square. These neighborhoods have the highest concentration of low income, family operated small businesses in the City. Two of these neighborhoods, Union Square and East Somerville, are also served by local Main Streets organizations that work closely with these businesses on technical assistance issues and coordination with the City.
	<b>Planned Activities</b>	OSPCD staff will partner with the local Main Street Organizations and other specialized T/A providers to support local small businesses with construction impact mitigation, marketing efforts, OSHA and ServSafe training, financial literacy and other business management needs.
<b>3</b>	<b>Project Name</b>	Business Retention and Expansion
	<b>Target Area</b>	East Somerville Winter Hill Union Square
	<b>Goals Supported</b>	Stabilize and Revitalize Diverse Neighborhoods
	<b>Needs Addressed</b>	Building Communities of Opportunity
	<b>Funding</b>	CDBG: \$55,000
	<b>Description</b>	This program will provide direct financial assistance to eligible business that will create quality job opportunities for the low to moderate income community.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Business Retention and Expansion program will seek to assist 2-3 businesses with direct financial assistance in return for job creation opportunities.

	<b>Location Description</b>	The City will focus on supporting businesses that will invest in key underserved and emerging commercial districts in the City. These areas include Union Square, Gilman Square, Central Broadway, and the Lower Broadway Corridor in East Somerville.
	<b>Planned Activities</b>	The City will fund a direct financial assistance program. The businesses participating may also be eligible to participate in the small business resiliency program, if appropriate.
<b>4</b>	<b>Project Name</b>	Neighborhood Infrastructure Improvement Program
	<b>Target Area</b>	East Somerville Winter Hill Union Square
	<b>Goals Supported</b>	Infrastructure and Urban Environment Improvements
	<b>Needs Addressed</b>	Enhancing and Improving the Urban Environment
	<b>Funding</b>	CDBG: \$350,000
	<b>Description</b>	This project will focus on making infrastructure, streetscape, and multi-modal safety improvements including traffic calming, ADA improvements, and utility improvements in underserved and income eligible areas.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City will target its infrastructure investments in the previously identified target areas. The activities identified will be aimed at benefitting area's that serve a minimum of 800-1,000 low to moderate income residents. As a result of the densely populated nature of Somerville's neighborhoods, OSPCD is confident that most activities will serve a much higher number of low to moderate income persons.
	<b>Location Description</b>	The City will focus its streetscape and infrastructure activities on the low to moderate income neighborhoods that are expected to be most impacted by the forthcoming transit stations. These neighborhoods include, Union Square, Central Broadway, East Somerville, and Gilman Square.
<b>Planned Activities</b>	The City will undertake streetscape and infrastructure investments that will improve pedestrian and multi-modal safety and provide equitable access to transit. The City will also seek opportunities to invest in utility improvements, when and if needed.	
<b>5</b>	<b>Project Name</b>	Parks and Open Space Improvements

	<b>Target Area</b>	East Somerville Winter Hill Union Square
	<b>Goals Supported</b>	Infrastructure and Urban Environment Improvements
	<b>Needs Addressed</b>	Building Communities of Opportunity
	<b>Funding</b>	CDBG: \$400,000
	<b>Description</b>	This project will create and revitalize quality recreational open spaces in the City's most densely populated and underserved neighborhoods.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City will target its Parks and Open Space activities in the previously identified target areas. The activities identified will be aimed at benefitting area's that serve a minimum of 1,100 low to moderate income residents. As a result of the densely populated nature of Somerville's neighborhoods, OSPCD is confident that most activities will serve a much higher number of low to moderate income persons.
	<b>Location Description</b>	The City will focus its parks and open space activities on the low to moderate income neighborhoods that demonstrate the greatest need and lack of suitable green space and recreational amenities. These neighborhoods include, Union Square, Central Broadway, East Somerville, and Gilman Square.
	<b>Planned Activities</b>	The City will focus on renovated and expanding existing open spaces that are underutilized or inaccessible. The City will also seek out opportunities to create new open spaces when possible.
<b>6</b>	<b>Project Name</b>	Green Infrastructure and Urban Forestry Program
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Infrastructure and Urban Environment Improvements
	<b>Needs Addressed</b>	Building Communities of Opportunity
	<b>Funding</b>	CDBG: \$90,000
	<b>Description</b>	This program will continue to compliment the City's tree planting program in income eligible areas.
	<b>Target Date</b>	6/30/2020

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City will target its Green Infrastructure and Urban Forestry activities in predominantly low to moderate income eligible census tracts across the City. The activities identified will be aimed at benefitting area's that serve a minimum of 500 low to moderate income residents. As a result of the densely populated nature of Somerville's neighborhoods, OSPCD is confident that most activities will serve a much higher number of low to moderate income persons.
	<b>Location Description</b>	The City will target tree planting efforts across low income eligible census tracts across the City.
	<b>Planned Activities</b>	The City will operate a tree planting in eligible low to moderate income census tracts.
<b>7</b>	<b>Project Name</b>	Public Services
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Family Stabilization and Workforce Readiness
	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	CDBG: \$371,700
	<b>Description</b>	This program will fund local nonprofit organizations and agencies that provide vital supportive services to the most economically vulnerable members of the community to include low income individuals and families, seniors and person with disabilities. Enrichment, employment and affordable child care services will be designed for youth. 15 percent of the available CDBG funds will be earmarked for various public service activities.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Expect to serve over 4,000 low income residents with Public Service funding. Services will benefit low income individuals, low income families and their children, seniors and disabled adults.
	<b>Location Description</b>	The social services and programs funded under the public services program are available to any eligible low to moderate income individual or household Citywide.

	<b>Planned Activities</b>	The City of Somerville issued a request for proposal to local social service and non-profit organizations and agencies that can provide a wide range of supportive services to benefit the City's most economically vulnerable populations with an added focus on those programs that serve the youth, elderly, and those with disabilities. A number of non-profit organizations responded and the Office of Strategic Planning and Community Development
<b>8</b>	<b>Project Name</b>	Admin
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Stabilize and Revitalize Diverse Neighborhoods Infrastructure and Urban Environment Improvements Family Stabilization and Workforce Readiness Reducing and Ending Homelessness
	<b>Needs Addressed</b>	Building Communities of Opportunity Enhancing and Improving the Urban Environment Serving the Needs of At Risk Populations
	<b>Funding</b>	CDBG: \$495,600
	<b>Description</b>	This project will cover the administrative costs of operating and administering the entitlement program.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	N/A
	<b>Location Description</b>	N/A
	<b>Planned Activities</b>	This project will cover the administrative costs of operating and administering the entitlement program.
<b>9</b>	<b>Project Name</b>	Housing Development Special Projects
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Reducing and Ending Homelessness
	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	CDBG: \$197,058

	<b>Description</b>	Housing Special Project funds are available to for-profit and non-profit developers of affordable housing for the acquisition, demolition, Pre-development, operating and construction costs of both rental and home-ownership housing projects located within the City of Somerville.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The City will be finalizing an acquisition and rehab project on Illinois Ave. This will create 2 low income units. The City is also evaluating options to redevelop the Clarendon Hills public housing complex which would create 216 affordable. This project will span across multiple upcoming years of the consolidated plan cycle.
	<b>Location Description</b>	The City has current projects active on Illinois Ave. in East Somerville that will create 2 units of affordable housing and is assessing the redevelopment needs of the Clarendon Hills public housing complex located in West Somerville.
	<b>Planned Activities</b>	The City is evaluating options to redevelop the Clarendon Hills public housing complex. The Clarendon Hills site is one of the most aged properties in the SHA inventory and is in need of redevelopment.
<b>10</b>	<b>Project Name</b>	Tenant Based Rental Assistance
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Family Stabilization and Workforce Readiness Reducing and Ending Homelessness
	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	\$85,000
	<b>Description</b>	Tenant-Based Rental Assistance funds are available to subsidize and stabilize income-qualified tenants of rental housing units located within the City of Somerville. Funds are targeted to households at risk of homelessness and groups identified as having special needs.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Through its tenant based rental assistance program the City expects to assist eight (8) low income households.
	<b>Location Description</b>	The Tenant Based Rental Assistance program is available to any eligible income qualified household.



	<b>Planned Activities</b>	The City of Somerville will work with the Somerville Homeless Coalitions PASS Program and other Tenant Based Rental Assistance providers to subsidize and stabilize income-qualified households.
<b>11</b>	<b>Project Name</b>	Home Buyer Assistance
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing
	<b>Needs Addressed</b>	Building Communities of Opportunity
	<b>Funding</b>	\$15,000
	<b>Description</b>	Provide Closing Cost and Down Payment Assistance to eligible low to moderate income persons.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	assist 3 households with down payment or closing cost assistance
	<b>Location Description</b>	The program is available City wide to any income eligible applicant.
	<b>Planned Activities</b>	Provide down payment or closing cost assistance.
<b>12</b>	<b>Project Name</b>	CHDO Set-Aside
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Family Stabilization and Workforce Readiness Reducing and Ending Homelessness
	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	\$63,655
	<b>Description</b>	A minimum of 15% of the annual HOME entitlement is set aside for the City's CHDO, the Somerville Community Corporation.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	

	<b>Location Description</b>	This activity is not location specific. It fulfills the required 15% CHDO set-aside requirement set forth in the HOME Investment Partnership program.
	<b>Planned Activities</b>	A minimum of 15% of the annual HOME entitlement is set aside for the City's CHDO, the Somerville Community Corporation.
<b>13</b>	<b>Project Name</b>	CHDO Operating Set-Aside
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Family Stabilization and Workforce Readiness Reducing and Ending Homelessness
	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	\$21,218
	<b>Description</b>	As an eligible component of the HOME program, CHDO operating funds of 5% are set-aside from the City's annual HOME Program entitlement grant to assist the City's only Community Housing Development Organization (CHDO), the Somerville Community Corporation with its costs to operate its non-profit housing development department.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	This activity is not location specific. It is a direct funding to support the local CHDO with its costs to operate its non-profit housing development department.
<b>Planned Activities</b>	As an eligible component of the HOME program, CHDO operating funds of 5% are set-aside from the City's annual HOME Program entitlement grant to assist the City's only Community Housing Development Organization (CHDO), the Somerville Community Corporation with its costs to operate its non-profit housing development department.	
<b>14</b>	<b>Project Name</b>	Home Admin
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Create and Preserve Affordable Housing Family Stabilization and Workforce Readiness

	<b>Needs Addressed</b>	Building Communities of Opportunity Serving the Needs of At Risk Populations
	<b>Funding</b>	\$42,437
	<b>Description</b>	Administrative Costs including salary and associated fringe costs.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	N/A
	<b>Location Description</b>	N/A
	<b>Planned Activities</b>	Administrative costs including salary and associated fringe costs of the HOME program.
15	<b>Project Name</b>	Emergency Solutions Services
	<b>Target Area</b>	City Wide
	<b>Goals Supported</b>	Family Stabilization and Workforce Readiness Reducing and Ending Homelessness
	<b>Needs Addressed</b>	Serving the Needs of At Risk Populations
	<b>Funding</b>	\$209,799
	<b>Description</b>	This project will fund the various programs and activities eligible through the Emergency Solutions Grant program. The four eligible areas for ESG funding are shelter operations and essential services, rapid rehousing, homelessness prevention, and HMIS reporting.
	<b>Target Date</b>	6/30/2020
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Shelter programs will be funded for homeless individual and families and essential and support services will be provided to assist individual and families move from shelter to independent living. A coordinated entry system will move the neediest to permanent housing with support services to remain stable. In addition to funding shelter operations and street outreach to engage those unsheltered persons rapid rehousing and homeless activities will be funded to enable this vulnerable population to receive financial assistance and supportive services to remain housed. Expect to serve 125-150 eligible persons.

	<b>Location Description</b>	The activities covered in this project are open to all eligible homeless and at risk of homelessness persons and households. The funded programs are Citywide.
	<b>Planned Activities</b>	Street outreach, shelter operation programs, homelessness prevention, rapid re-housing, HMIS reporting and administration. Funding for shelter operations will not exceed 60 percent of the ESG award. Administration will not exceed 7.5 percent of the ESG award. All funded agencies will demonstrate 100 percent match.

## **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**

In the 2018-2022 Consolidated Plan ,the City designated local target areas in Union Square, InnerBelt/Brickbottom, East Somerville, Winter Hill, and the Hillside neighborhood. The City will aim to spend 20% in the key districts of Union Square, Winter Hill, East Somerville, and Brick Bottom. The remainder of program funds will be deployed Citywide across the various eligible census tracts and on programs where eligibility is determined on an individual applicant basis.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
East Somerville	20
Winter Hill	20
City Wide	10
Union Square	20
Inner Belt/Brick Bottom	20
Hillside	10

**Table 8 - Geographic Distribution**

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

In April of 2019, The City was notified by the HUD field office that the primary data set for determining service area eligibility was being updated to the 2011-2015 American Community Survey Data. After evaluating this new data set it was determined that no significant changes are needed to re-designate new target areas. While some individual census tracts have had demographic shifts the majority of low to moderate income residents remain in the previously identified target areas.

### **Discussion**

The City believes that by concentrating investments in these target locations it will be able to achieve its intended results in the most efficient and timely manner possible. Additionally the City hopes to employ its entitlement funds to both help enhance and mitigate some of the opportunities and risks presented by the planned revitalization efforts in these target areas.

## Affordable Housing

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

#### Introduction

The City seeks to employ a multi-faceted approach to creating affordable housing options that utilizes all of the various eligible activities and funding sources provided under HUD funds. The City will continue to fund programs that support rental assistance, home ownership, new development, and acquisition and rehab of existing units. By employing a wide suite of programs the City hopes to address the vast multitude of housing issues and scenarios faced by our low to moderate income residents.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	36
Special-Needs	0
Total	36

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	16
The Production of New Units	0
Rehab of Existing Units	13
Acquisition of Existing Units	10
Total	39

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

#### Discussion

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

### **Introduction**

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

The Somerville Housing Authority's 5 Year Plan, released in 2014, states the following strategy they will employ to address Housing Needs.

“The SHA will continue to review waitlist data and priorities to assure, to the maximum extent possible, the housing of eligible area applicants. SHA will continue to process emergency applications in conformance with approved policies. SHA will continue to participate in City of Somerville and area agency forums designed to inform area residents of affordable housing opportunities. SHA has recently completed a waitlist update to remove outdated applicants and allow focus on remaining applicants.”

Waiting lists for all forms of public housing are very long. In addition, the Somerville Housing Authority is part of the Centralized Section 8 Waiting List. The list contains 2617 Somerville applicants. SHA is currently working on issuing mainstream and housing choice vouchers in 2019, but there is a tremendous need for affordable rental housing in Somerville..

The City of Somerville will continue to rely on the Somerville Housing Authority to be the major provider of subsidized housing through public housing and vouchers. Most of the households on the SHA waiting lists cannot afford a rental unit on the private market and are therefore waiting for a subsidized unit to solve their housing needs. To that end, the priority of the City of Somerville to increase the number of subsidized affordable units, particularly rental units, is a main focus of this plan. The City and SHA recently completed substantial construction of 25 new rental housing units for seniors, at the MWRA site on the Capen Court campus. This new senior development is called Waterworks and as of April 2019, all units are currently occupied. Additionally, the Waterworks development has been added to the City's Subsidized Housing Inventory List (SHI). The City will work closely with SHA to ensure that reasonable modifications are made to their housing units where necessary.

Looking forward, the City issued an RFP in March 2016 between SHA, POAH, and Somerville Community Corp to redevelop the current Clarendon Hill public Housing units into a new mixed income community. The new site would house all current Clarendon Hill residents as well as provide additional workforce and market rate housing. The project would draw from multiple subsidy sources to replace all existing affordable units with upgraded apartments, and provide temporary relocation with a guaranteed right of all tenants in good standing to return. The project is pending approval of final funding commitments.

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

The City and the Somerville Housing Authority will continue to undertake a number of actions to encourage public housing residents to become more involved in management and participate in homeownership. These actions include:

- Active participation in the tenants association of each property
- SHA residents accessing resources through the Resident Services department
- Actively marketing and supporting residents to participate in various programs including the City's inclusionary housing opportunities, the Mass LEAP programs, the Resident Opportunity Self Sufficiency Program, and the Section 8 Homeownership program.
- The City and Housing Authority will continue to partner with Somerville Community Corp to offer first time homebuyer and financial literacy classes.
- First Time Home Buyer Assistance in the form of closing costs and down payment assistance will continue to be offered through the City to income eligible households that can demonstrate need

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

Not applicable. The Somerville Housing Authority is not designated as a troubled PHA.

**Discussion**

The City will continue to work closely with the SHA to help address any future needs that may arise. The SHA will continue to have a seat on the Somerville Affordable Housing Trust Fund and the Somerville Fair Housing Commission, as well as the Community Preservation Committee. We will also continue to work collaboratively with the SHA on future development projects including the Clarendon Hills redevelopment which, as mentioned, is the most critical property in the SHA inventory in need of redevelopment.



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

### **Introduction**

Emergency Solution Grant funds will be one of the sources used to address the needs of homeless persons and persons with special needs by implementing strategies to prevent homelessness, encourage individuals living on the streets to move to housing and provide services to those living in emergency shelter with the goal of successful permanent housing placements. The City plans to continue to implement and expand on many of these efforts. Through a Request for Proposal, nonprofit agencies will be funded to providing services in 4 primary categories: Emergency Shelter and Essential Services, Homeless Prevention Activities, Rapid Rehousing and Stabilization and HMIS data collection and reporting. In addition to ESG funds, CDBG funds will be used to provide support services to the homeless and other special populations like veterans, chronically homeless and persons with special needs and HOME funds will also be used for Tenant Based Rental Assistance and new housing development units for formerly homeless households where possible.

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

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

The City uses a combination of teams to outreach and assess the needs of the homeless population (including unsheltered persons) using assessment and engagement activities to determine vulnerability and community resources to respond. The Outreach team working with the Police and other partners help unsheltered homeless men and women by canvassing for clients; engaging clients; accessing or providing emergency and crisis intervention services; assessing clients; providing crisis intervention counseling and case management; providing access to any available entitlement, benefits, housing or other resources; direct provision of and/or referral and linkages to health and/or mental health services and transportation of clients, and connecting people to the coordinated entry program. This team goal is two-fold: to alleviate some of the burden placed on the Police Department and emergency rooms and more importantly to help homeless individuals stay alive during the harshest of months. The outreach team works to build trusting relationships with homeless persons living on the streets and in encampments, performs assessment for homeless persons in the field and links them to shelter and supportive services that meet their needs. As the Outreach team develops relationships with our street homeless population, we are confident this vulnerable population will become more willing to engage with services.

OSPCD collaborates with service agencies and others in the public sector to analyze existing needs, to identify and address funding gaps. The Homeless Point in Time (PIT) Count, organized by the CoC annually assesses the characteristics of the homeless population in an around Somerville. Interviews and surveys were distributed to unsheltered person on the night of the PIT count to help collect demographic data. CoC partners conducted a homeless youth count which included a survey to OSPCD and local communities to better understand the needs of the homeless youth including unsheltered homeless youth. This important data is used by the CoC and its stakeholders to track the changing needs of the homeless. The major component of the action plan of OSPCD and the CoC is to develop and support the coordinated assessment system to match a homeless person's need for housing with available housing vacancies among providers, to improve access to services and to ensure appropriate interventions. Doing so will promote a system to ensure limited resources are used to create maximum impact and efficiency.

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

The City's funding, coupled with other public and private funding sources secured by sub recipients, provides of the operation of emergency shelters, transitional housing and support services program in the area. HOME funds are frequently used to support transitional housing needs and other funds support case management and support services to encourage stabilization. The CoC has developed a coordinated access system to assess the status of housing and support services. This tool standardizes the way households experiencing homelessness are assessed, prioritized and referred to the housing services they need. The Veterans Affairs

Supportive Housing (VASH) program targets the needs of homeless veterans and their families and provides housing resources and case management with support services provided by Volunteers of America (VOA). Recognizing the limited resources and vulnerability of women, Catholic Charities operates a daily lottery system for emergency shelter beds and transitional work/stabilization beds for working women. These shelter and transitional programs address the needs of specific populations such as chronically homeless persons, families, person with severe substance abuse histories or those suffering from dual or multiple co-occurring disorders.

In conjunction with the Continuum of Care, the City has drafted a new assessment tool to be used by all social service providers working with homeless person. The new tool will provide coordinated entry, assessment and housing and supportive service interventions to assist homeless families and families at risk of homelessness across the City. The goal of this collaborative tool will be to divert families from becoming homeless and to end families' homelessness as rapidly as possible.

Three shelter programs receive ESG funding for operations and services. These shelter programs serve a

wide range of discrete subpopulations of the homeless, including: programs providing support for recovering substance abusers, services for survivors of domestic violence and

their children, transitional housing for youth, interim housing for street homeless who are awaiting permanent supportive housing placement, employment/volunteer services, intensive housing placement services and other programs that would not otherwise exist to provide special assistance. In 2019-2020, the City expects to assist over 300 individuals through ESG funded emergency shelter. Other shelters not receiving ESG funds include Just-A-Start for homeless teen mothers, Wayside Youth for homeless Teens, Volunteers of America for homeless veterans, Somerville Community Corp Sewell Street SRO, Transition House program for formerly homeless individuals and families, etc.

**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**

Rapid Re-Housing activities, offering short or medium term rental assistance, housing relocation and stabilization services, are a part of the strategy to help transition homeless persons to permanent and independent living. The City also funds case management services and comprehensive housing placement strategies in an effort to transition families and individuals into stable housing as quickly as possible. Awarded sub-recipients encourage quick and effective placements out of shelter through performance based contracts that reward clients to stable housing situations, placements that result in individuals not returning to shelter and placement of long-term stayers.

The City will continue to refine strategies to increase placements through efforts to create new rental assistance programs; addressing the various needs of homeless families, adult families and individuals. These programs are helping working families/individuals, vulnerable families, survivors of domestic violence and elderly individuals/families move into permanent housing. The City and the CoC will continue their efforts to increase Permanent Sheltered Housing (PSH) for chronically homeless individuals, and quickly place veterans into permanent housing and connect them to the necessary services and benefits.

In addition to Permanent Supportive Housing through the CoC and Permanent Housing (SRO's), case management and supportive services are a crucial component of the City's strategy to help persons experiencing homelessness find housing and maintain stability in that housing. There are a variety of supportive service programs to assist homeless person's address their income, employment, money management, legal, housing and other related needs, so they can obtain and retain housing in each case

funding is matched.

In addition, there are Permanent Supportive Housing programs such as Stepping Stones operated by Heading Home, Somerville Homeless Coalition, etc. The 2018 and 2019 AHAR reported 174\_ individuals were assisted in Emergency Shelter (ES), Transitional Housing (TH), Permanent Supported Housing (PH) and 36% (or 63 individuals) exited to successful permanent housing. The AHAR reported\_15 families and 48\_ individuals assisted through transitional housing during the same reporting period. Transitional programs were offered by agencies such as Catholic Charities, Som. Homeless Coalition, etc. Somerville

Community Corp, SRO is not considered transitional or permanent housing. The majority of CASCAP's permanent supported housing programs for persons with mental illness are occupied by formerly homeless persons. One of the client conditions tied to acceptance into the transition to permanent housing program is clients' agreement to work on housing goals such as financial management, case management coordination to access maximum benefits, life skills development, and recovery and relapse prevention, etc. In addition to housing resources, case management and supportive services are crucial components

to the City's strategy to help persons experiencing homelessness find housing and maintain stability in that housing. Service programs assist homeless persons address their income, employment, money management, legal, housing and other related needs, so they can obtain and retain housing.

**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.**

Discharge planning prepares a homeless person to return to the community and prevents the person from falling into homelessness by linking individuals to essential housing and services. Homeless shelters have become the housing placement for many exiting residential treatment, corrections and youth programs. The City's shelters and community service providers have come together to develop appropriate specialized services and identified resources to address the needs of this fragile population and break the cycle of homelessness by providing the permanent housing and supportive services necessary to stabilize individuals exiting systems of care. Peer support projects and community based organizations have provided case management and residential services to promote stability. Clients struggling with a history of substance abuse have worked on strategies for supporting recovery in housing. Veteran programs have focused on addressing housing barriers related physical and mental health disorders. Young adult programs have developed age appropriate responses to address the needs of this subpopulation. Formerly homeless young parenting mothers and their infant children will be referred from shelters and other systems of care to ensure they receive case management, parenting

skills and develop a plan for independent living.

ESG funds for prevention program services include, but are not limited to, family or tenant/landlord mediation, household budgeting, emergency rental assistance, job training/placement and benefits advocacy. To be eligible for ESG funded prevention assistance, programs must assess and document that the household would become homeless but for the ESG assistance. In other words, a household would require emergency shelter or would otherwise become literally homeless in the absence of ESG assistance. A household that is at risk of losing their present housing may be eligible if it can be documented that their loss of housing is imminent, they have no appropriate subsequent housing options, and they have no other financial resources and support networks to assist with maintaining current housing or obtaining other housing.

Through a comprehensive uniform intake, sub-recipient case managers will determine if there are other housing options available to the household rather than accessing shelter through the homeless system. For example, family and friends that the client may be able to stay with while stabilizing their housing situation, may be beneficial for the household and simultaneously reserves homeless shelter resources for those with no other options. Additionally, sub-recipient case managers will provide follow up to families and individuals in housing to ensure they remain stably housed. This follow-up may take the form of monthly check-in either in person, by phone or home visits.

The CoC's current strategy for reducing returns to homelessness focuses on case management and stabilization services. Specifically case managers working with formally homeless clients focus on tenancy skill development, money management, assistance with applying for, obtaining and maintaining all mainstream benefits, and referrals to clinical services. The case management efforts combined with the CoC homeless prevention services funded through ESG and City dollars are the key steps the CoC takes to reduce returns to homelessness.

## **Discussion**

In addition to services for homeless persons and persons at risk of homelessness, support services are needed to assist the working poor who are one crisis away from becoming homeless. The SomerVision Comprehensive Plan reinforces Somerville's commitment to serving At Risk Populations via homelessness prevention and rapid re-housing.

SomerVision Goal E.IV: Create a diversity of programs that prevent homelessness and address the housing needs of the homeless and those at risk of homelessness SomerVision Policy E.1.B: The City should ensure that a cohesive network exists to prevent individuals and families from becoming homeless. Through an RFP process, local social service providers will be awarded contracts to address the needs of low income residents with special needs. The City will award Public Service Grant funds to non-profit agencies to provide supportive services that may include but are not limited to the following:

individual needs assessment, crisis counseling, food and nutrition counseling, individual and group counseling, substance abuse counseling and treatment, benefits counseling and advocacy, individual case management, budget counseling, medication management, money management, mental health treatment, transportation, recreation and social activities. Emergency Solution Grant funds will be provided to non-profit agencies to address prevention of homelessness for at risk populations and rapid rehousing for those experiencing homelessness.

The CoC and OSPCD continue to be committed to the Homeless Management Information System (HMIS). All ESG and CoC recipients participate in HMIS and continued analysis is expected to provide real time data to evaluate the impact of the programs. The CoC and OSPCD continue to work with local social service agencies to establish performance standards. Program and agency refunding is dependent, in part, on successfully meeting the standards.

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

### **Introduction:**

The City of Somerville continues to take bold and meaningful actions to address a number of factors and circumstances that have created significant barriers to affordable housing for City residents. These factors include:

- Income and wages are not keeping pace with rising housing costs and the overall cost of living
- Federal resources for programs, such as the federal Section 8 Program, are not sufficient to meet the experienced need.
- Homeownership is out of reach for the majority of residents due to an expensive and competitive housing market
- Low housing vacancy rates are contributing to higher rents
- The cost of land is high and there is a lack of vacant land for future growth
- Backlog of infrastructure and public facilities investment needs.

### **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**

In response to the factors noted above, the City continues to pursue a robust solution set of proposals that address most or all of these issues. In some instances, changes have already been implemented such as in the inclusionary zoning ordinance. Since 2012 the City has increased the percentage of required inclusionary units on multiple occasions since 2010. For other items noted above, the City is working on recommendations proposed by the Sustainable Neighborhoods Working Group, the City Council, community members, and other stakeholders to address specific aspects of the housing affordability need in the City. Updates on these recommendations include:

- The City will be refiling a Home Rule petition to the Commonwealth of MA to institute a locally based transfer fee on real estate transactions.
- A right of first refusal ordinance to encourage housing unit turnover amongst existing and long term residents
- The City continues to seek approval of a zoning overhaul code approval that will strengthen and promote additional affordable housing creation
- Continuation of the 100 Homes program
- The City has successfully launched the Office of Housing Stability
- Exploration of a Community Land Trust

**Discussion:**

The City is undertaking a multi-faceted approach to improving the lives of low to moderate income residents that extends beyond the solution set offered above that focuses directly on housing policy. The City is continuing to make progress on other areas of need including workforce development and infrastructure needs that will alleviate some of the conditions that disproportionately impact low to moderate income residents living in high cost of living regions such as Somerville and the greater Boston area. This multi-faceted approach is intended to not only stabilize the cost pressure's being experienced in the housing market but also create opportunities for low to moderate income residents improve their earnings potential and standard of living.



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

### **Introduction:**

This section will address the action and strategies to be undertaken to address underserved needs, foster and maintain affordable housing, evaluate and reduce lead based paint hazards, reduce the number of poverty level families and enhance coordination efforts between public and private housing and social service agencies and identify additional sources of funding to better serve those in need of affordable housing and related services. The City of Somerville along with other partnership agencies will continue to develop programs and initiatives, designed to improve existing programs and identify additional sources of funding to better serve those in need of affordable housing and related services.

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

The City will address obstacles to meeting the needs of the underserved by collaborating with other public and private agencies and pursuing funding sources as they become available for specific priority activities. The office of Planning and Community Development will strive to overcome the main obstacles of the underserved by:

- leveraging its resources and partnering with housing and service organizations to create supportive housing units for the chronically homeless in order to help federal dollars touch more projects;
- seeking partnerships with developers in order to apply for more tax credit applications and other grants;
- assisting households increase their income and assets by funding public service activities for job readiness and other assistance programs that help individuals secure a job to increase their family income, helping families build assets by providing financial assistance to income eligible households who otherwise could not afford to purchase a home due to lack of funds for down payment and other fees associate with the purchase;
- making housing and services available to the underserved including populations with special needs. Rapid Re-Housing activities using ESG funds will target those who are in need of benefits to pay for long-term housing and those who are victims of domestic violence;
- advertising available services to the underserved through translated materials to reach non-English speaking residents in regards to available programming and general entitlement information, explore different methods of outreach to communicate with residents who have a disability and strive to have publicly held hearings in low-income neighborhoods and conduct meetings that serve special needs populations.

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

OSPCD and its partner agencies will formulate a plan to foster and maintain affordable housing to include:

- monitoring its existing stock of affordable housing units through property inspections and continued relationships with property managers;
- exploring other funding sources for affordable housing such as private and regional/state funding opportunities;
- encouraging higher density mixed use developments;
- collaborating with regional public and private agencies working to promote affordable housing;
- Identify properties whose affordability may expire soon and reach out to tenants and owners regarding decision to renew affordability
- affordable housing units produced through the City's Inclusionary ordinance

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

Childhood lead poisoning is the number one environmental health problem facing children today. Unlike many diseases, lead poisoning is entirely preventable. The City of Somerville receives federal funding from the U.S. Department of Housing and Urban Development (HUD) to reduce lead-based paint hazards and established a Healthy Homes program for eligible low and moderate-income units within the City of Somerville. The Healthy Homes Program and the City's Environmental Services Department serves as the primary liaison for connecting the community with resources to prevent lead poisoning. Compliance with the lead requirement requires:

- contractors conduct renovation in a lead-safe manner and conduct a visual verification and lead dust clearance testing.
- Landlords to conduct a visual assessment and correction of potential lead hazards at unit turnover and provide lead education materials
- Childcare facilities to obtain proof of blood lead testing at enrollment

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

The City and other agencies will continue to collaborate in pooling necessary resources to assist individuals and families with obtaining the tools to overcome poverty. These anti-poverty goals will include

- increasing effective income (funding job training and educational programs to increase a person's potential income, promoting awareness of tax filing credits);
- supporting asset accumulation (work with organization to increase financial education,

homebuyer counseling and general financial literacy concerns);

- promoting small business and economic development (providing technical assistance and support to microenterprises to encourage their success, expansion of small businesses and job creation);

- providing case management, emergency assistance and information/referral services to low income and poverty level families to include financial assistance for education or job training to help clients get better jobs with higher income potential;
- supporting employment, transportation and training programs to improve academic, basic and technical skills of low income persons so they can find jobs or improve their earning capacity;
- providing HUD grant funding to child care service providers, allowing parents to attend school or a job;
- providing emergency utility assistance to income eligible families in financial stress (providing weatherization and urgently needed home repairs);
- providing public services that provide assistance by very low income families and services to at risk youth (supporting education, training and employment programs to prepare disadvantaged youth for career success and mentoring program to improve their outcomes); and
- creating mixed income communities (encouraging the de-concentration of poverty and the creation of stable mixed income neighborhoods through the development of affordable housing outside of low income areas).

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

Institutional Structure gaps were not identified during this Action Plan process. If gaps arise and become identified, actions will be taken to address them.

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

Housing and social service providers collaborate regularly through participation in the CoC's monthly meetings and its various subcommittee meetings. A City Housing Division staff member serves as the CoC Lead and is able to serve as a liaison between the City and housing and social service agencies. These meetings also include representatives from agencies serving a broader group of residents at the poverty level, such a Community Action Agency of Somerville, RESPOND, Cambridge and Somerville Legal Services and others who provide non-housing services such as employment training, mental health counseling, veterans services, elder services, financial literacy, immigrant services and health services.

The CoC also maintains an inventory of housing as well as social service providers and includes details such as the subpopulations served as well as the services provided. Several social service agencies have offices located in public housing and attend general meetings of the housing authority to identify problems in advance and have the opportunity to help resolve a crisis immediately. Please see the Public Housing section of the Plan for the more information regarding the consultation and coordination, as well as information about the encouragement of public housing residents to become involved in management of the properties.

**Discussion:**

The City of Somerville is continuously refining its strategies to foster affordable housing, reduce lead-based paint hazards, and continues to offer microenterprise and entrepreneurship technical assistance, reduce the number of families in poverty and enhance coordination. By enhancing coordination and developing greater collaboration, the City of Somerville will work to create an environment that serves the need of the low and moderate income community effectively and with minimal barriers.

## Program Specific Requirements

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

#### Introduction:

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

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

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	100,000
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.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>100,000</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	80.00%

**HOME Investment Partnership Program (HOME)**  
**Reference 24 CFR 91.220(l)(2)**

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

Not Applicable.

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:

See Appendix

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:

See Appendix

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:

Not Applicable.

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

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

All sub-grantees will be required to conduct an evaluation of each applicant for eligibility for ESG funds through an initial intake consultation, specifically whether an applicant for funds meets the definition of “homeless” or “at risk of homelessness” in accordance with 24 CFR 576.2, and whether an applicant meets income eligibility. All sub-grantees will also be required to keep records (case files) and report information in the Homeless Management Information System (HMIS) or comparable database regarding eligibility or ineligibility for each applicant in accordance with 24 CFR 576.500 (b),(c),(d), and (e). Records must be kept for each program participant that document: the services and assistance provided to that program participant; compliance with requirements under 24 CFR 576.101-106, 576.401 (a) and (b) and 576.401 (d) and €; and where applicable, compliance with the termination of assistance requirement in 576.402. Households must meet at least the following minimum criteria: 1. INCOME: Household’s total income must be at or below 50% AMI, 2. Must be a SOMERVILLE RESIDENT (defined as someone) a)currently living in Somerville,

b)living in a Somerville shelter, or c)living in Somerville immediately prior to becoming homeless, 3.HOUSING STATUS: Household must be either homeless in accordance with 24 CFR 576.2 (to receive rapid re-housing assistance) or at risk of losing its housing in accordance with 24 CFR 576.2 (to receive homelessness prevention assistance); and must meet the following criteria a. Not otherwise eligible for Emergency Assistance, b. No appropriate subsequent housing have been identified, c. No financial resources to obtain immediate housing in its existing housing; and d. The household lacks support networks needed to obtain immediate housing or remain in existing housing. All clients must receive an exit assessment that will be entered into HMIS or comparable database. All sub recipients will be required to use the coordinated entry assessment tool when prioritizing clients for assistance.

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 Continuum of Care has a centralized assessment form and has received funding for its implementation. An expert consultant was hired to help with the Coordinated Entry/Assessment System developed evaluation criteria and performance outcomes related to monitoring protocols. The Consultant met with the Coordinated Entry System Committee to assess current data systems, local measurements and project performance to establish a performance measurement system to track progress toward ending homelessness and meet the needs of provider agencies and people experiencing homelessness. The goal of the coordinated assessment system will enable agency to make rapid, effective and consistent client to housing and serve matches regardless of the client's location within the CoC's geographic area by standardizing the access and assessment process and by coordinating referrals. The Consultant's work included providing educational materials and building consensus to develop a performance measure system. The Coordinated Entry System included an assessment of the intake process for the current homeless service providers to identify system strengths and weaknesses. The form collected all the data elements necessary for implementation in the HMIS system. The coordinated entry tool included a development of matrix of inventory, assessment tool, populations to be prioritized, developed by name list strategies, procedures to access inventory, access approach, centralized access, coordinated assessment/no wrong door, etc. Due to the diverse range of emergency shelter programs with the Somerville-Arlington CoC, CoC wide shelter standards governing length of stay, safety and shelter needs of special population were development. Each ESG funded program within the Continuum, was mandated to be working on their own written shelter policies and procedures concerning matters that meet, or exceed, the City and federal regulations. As a CoC, Somerville-Arlington is working to develop more specific standards that can be usefully applied to all its ESG funding programs.

Housing priorities and services for individuals and families can be recommended using a vulnerability index. Permanent Support Housing is recommended for individuals and families who

need permanent housing with ongoing access to services and case management to remain stably housed. Rapid Re-housing is recommended for individuals and families with moderate health, mental health and/or behavioral health issues, but who will likely be able to achieve housing stability over a short time period through a medium or short-term rent subsidy and access to support services. Affordable Housing is recommended for individuals and families who do not require intensive supports but may still benefit from access to affordable housing with no specific intervention drawn from homeless services providers.

Over the last several years nationally there has been a trend toward merging CoCs because it has become harder for smaller CoCs to score well on the annual NOFA and compete for homeless funding. The Somerville Arlington Coc is exploring this possible with the Balance of State (Boston). Several meetings of the CoC have included discussions on this topic. The CoC will be voting on the possibility to merge and/or change in the future.

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).

OSPCD coordinates with the Somerville-Arlington (CoC) to prioritize ESG objectives. Currently this includes Rapid Re-Housing, Homeless Prevention, Essential Services/Operations, HMIS and Administration. These priorities are evaluated annually and take into account standardize performance standards and outcomes. OSPCD issued a Request for Proposals (RFP) for the ESG program in 2019-20 with the intent of providing funding to sub-grantees. The RFP was posted on the City's website where it could be accessed and downloaded by interested agencies. The RFP was also emailed to interested agencies. Proposals consistent with the Con Plan were received from non-profit agencies to enhance existing activities and transform homeless assistance with an emphasis on quickly rehousing people who become homeless and prevention homelessness. These proposals must address one or more of the goals in the Consolidated Plan, must demonstrate a 100 percent match, must agree to use the HMIS system (or comparable database) for reporting purposes, must attend Continuum of Care monthly meetings, must guarantee confidentiality of information, must demonstrate avenues of involvement for homeless clients in policy making areas, must agree to participate in the Coordinated assessment system, must comply with HUD requirements etc. An Advisory Committee reviews the proposals using an evaluation system and scored the proposals. The recommendations are presented to the Mayor based on proposals that will rapidly transition participants to stability, link program participants to community resources and mainstream benefits and help them develop a plan to prevent future housing instability. Awards are made following the ESG eligibility categories (no more than 60% for Shelter Operations and Essential Services and no more than 7.5% for Administration). Agencies are encouraged to focus on Rapid Re-Housing and Homelessness Prevention Services using HUD's Housing First Model.

See the process for making and describing ESG allocations from Year 1 of the Con Plan.



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

The City of Somerville meets the homeless participation requirement 24 CFR 576.405(a). OSPCD consults with each agency receiving ESG funds to ensure homeless individuals participate in services. Sub-grantees recognize the importance of involving past and present participants in program planning and agency policy making activities. However, this is sometimes difficult when the homeless individuals are active substance abusers but efforts are made to engage them later. The City meets the homeless participation requirements by including homeless and formerly homeless individuals through extensive participation and consultation with the Somerville-Arlington Continuum of Care, an entity that includes formerly homeless individuals as members. Sub-grantees involve program participants in activities and planning, as well as, provide them with information to help them understand the inner working of the organization. Sub-grantees hope that formerly homeless will one day join forces with the agency to one day end homelessness. Some formerly homeless persons become sub-grantee board members, staff members and/or volunteers. Others have been invited to speak publicly about their personal stories to raise awareness in the community. Also shelter residents have the opportunity to provide input on programs at house meetings and at exit interviews, when they leave the shelter. Before departure, residents have an opportunity to complete written evaluations and comment on and provide suggestions for changes or improvements in service.

5. Describe performance standards for evaluating ESG.

Performance standards for evaluating ESG outcomes were developed and updated by the CoC in consultation with staff representatives from all participating categories. Performance standards were established for each ESG-eligible activity. ESG proposals are evaluated based on their previous experience providing services to the homeless community and addressing one or more of the needs highlighted in the Consolidated Plan. Proposals are also evaluated based on the response to the criteria in the Request for Proposals, their capacity and timeliness, quality of work and previous program outcomes, etc. ESG proposals providing Homelessness Prevention and Rapid Re-Housing programs are viewed favorably, as they adhere to HUD's Housing First Model. All ESG recipients participate in HMIS and continued analysis is expected to provide real time data to evaluate the impact of programs. Continued program and agency funding is dependent, in part, on successfully meeting the standards. The City's intent is to continue to at least serve the same number of clients under the current funding or increase services by finding ways to leverage additional sources.

The City is committed to meeting HUD goals regarding ESG funds. The CoC is consulted during the development of the RFP process for the Action Plan, regarding the needs of homeless and homeless prevention services.

Area shelters funded with ESG funds operate at nearly 100% bed capacity and provide critical services to the City's homeless heterogeneous populations, including those within the immigrant community, seniors, disabled, victims of domestic violence and a diversity of races and ethnicities and varying demographic characteristics.

The Rapid Response Program, modeling a Housing First philosophy, meets the affordable and stable housing needs of families and individuals first, herby enabling them to better focus on advancing their housing stability. This approach encourages longer-term and permanent solutions to the homeless epidemic. Once there is evidence of a problem, sub-grantee staff work to resolve the immediate crisis and work to prevent future issues by focusing on changing financial management behaviors. Prevention dollars are leveraged with other community and mainstream resources and services. Partnerships with local realtors, landlords and moving companies help negotiate reductions in arrears and/or arrange payments for clients.

Instead of duplicating efforts, each sub-grantee delivers services to clients according to its special area. This approach allows more coordinated, efficient and effective service delivery. The closeness of this existing social service community based relationship, coupled with comprehensive homelessness prevention & rapid re-housing model, ensures that no client falls through the cracks.