



City of Haverhill Massachusetts

Annual Action Plan Program Year 2014 – 2015

For
CDBG

Community Development Department
Haverhill City Hall
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Executive Summary

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

1. Introduction

The City of Haverhill is submitting to the U.S. Department of Housing and Urban Development (HUD) its Year 4 Annual Action Plan for the 2010-2015 Consolidated Plan for Community Development Block Grant (CDBG) funds. This Plan seeks to list, explain and elaborate upon proposed projects and activities that will help achieve the goals the City has previously set in the 5-Year Consolidated Plan.

In the 40th Year since the Community Development Act of 1974, the City of Haverhill finds itself in a new, dichotomous state.

Our City has absorbed the largest municipal debt load in the history of the Commonwealth (source: MA Department of Revenue) with the collapse and sale of the former city-owned Hale Hospital in 2001. This \$86 million debt load left the City's finances in a recessionary state of crisis for over a decade, with no real reserves, massive layoffs, structural deficits, and the inability to maintain services, facilities and equipment.

The Great Recession of 2008 further complicated matters, reducing growth to nearly zero, with steep job private sector losses and a historic housing crisis.

In 2014, however, it is apparent that the economy is steadily rebounding. Unemployment levels of 7.0% in the city (3/14 rate) are near 7-year lows. In fact, Haverhill was 2nd among all so-called 'Gateway Cities' in terms of job growth over the past decade since 2004, with all of its gains since 2007 (source: Northeastern University Gateway Cities study). Some of the City's largest (and smallest employers) are growing again.

The local housing and development markets have rebounded, albeit slowly. Several exciting development projects are in the pipeline, from a massive transformational riverfront redevelopment called Harbor Place to the mixed use redevelopment featuring market rate units at the former Surplus Office Supply Building on Washington Street. New shops, restaurants and creative enterprises have emerged in the city's new downtown Cultural District. The Merrimack River continues to be focal point as an increasingly popular amenity.

City taxes have been kept low. New grants and incentives such as 43D, 40R, 40V and Gateway City benefits have been realized. Haverhill High School has regained and retained its accreditation.

The City, meanwhile, got its fiscal house in order, achieving structural budget stability through collective bargaining, prudent budgeting and operational reforms. Recently, the City achieved a notable double bond rating increase by Standard + Poor's, being awarded the highest bond rating in the City's history, AA. This allows the City to borrow to address some longstanding capital needs. Thanks in part to extraordinary State legislative local aid support, the City has been able to fund more activities and investments without leaning heavily on CDBG assistance.

While the City in general and the middle class in particular seems to be doing better, there is simultaneously a vast bottom that seems to have fallen out. Demands for basic services—shelter/housing, meals, necessities—have surged, outpacing the ability of Haverhill's public and non-profit service provider communities to pay for them. The ranks of



the homeless seemed to have swelled, with providers reporting a newer, younger, and more difficult to serve population. Drugs, particularly opiate and heroin abuse, have soared. The community has witnessed some notable street gang activity. While foreclosures have abated, the scourge of vacant and abandoned properties left behind after the great housing crash continue to linger and drain property values.

The dichotomy is that things are seemingly getting better, but clearly not for everyone, in terms of the local economy. This dynamic frames the 2014 Annual Plan.

2. Summarize the objectives and outcomes identified in the Plan

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

Housing

- Preservation of Existing Affordable Housing
- Affordable Housing Production
- Affordable Homeownership
- Public Housing Improvements
- Foreclosed and Abandoned Property Renewal
- First Time Homebuyer Education and Outreach

Public Facilities

- Street Paving and Sidewalk Improvements
- Tree Planting
- Park Improvements
- Accessibility Projects, including access to Waterfront and public recreation areas
- Neighborhood Drainage Improvements in Target Area
- Community gardens in Target areas

Economic Development

- “Gateway” Area Improvements to facades
- Vacant land redevelopment
- Public sidewalk and access improvements to business/industry employers in Target Area

Public Services

- Programs to Improve the Quality of Life
- Programs to Help the Homeless
- Programs for Educational Improvement
- Enrichment for At-Risk Youth
- Community Policing/Public Safety



Funding for each goal is set forth as follows:

- Maintain and Preserve Housing Stock \$385,500
- Increase Type and Supply of Affordable Housing \$349,601
- Provide Basic Shelter + Services for Homeless \$ 20,000
- Make Neighborhood Improvements \$372,070
- Provide Social Services \$112,500
- Promote Economic Development \$ 60,000

For more detail please reference: AP-20 Annual Goals and Objectives

3. Evaluation of past performance

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

The City has done well in prior years in terms of the percentage of funds being allocated and dedicated to low-moderate income households or populations, between 82-89% over the past three years. This sets a high bar for future plans to continue to reach and serve only those who cannot afford these services otherwise.

The Housing Rehab and Code Correction Program, which emerged from a suspension in 2012 due to monitoring findings and self-imposed reformation, is operating well and is averaging 18 completed projects (single- and multi-family) per year. This set a threshold that the CDD expects to slightly exceed with a slightly increased budget. Likewise, Rebuilding Together is averaging 10-12 projects per year. As usual, lead hazard remediation poses serious challenges and uncertainty to this process.

CDBG funds leveraged significant funds for successful public improvement projects in the past. This lends confidence to plans to make critical public improvement investments in this upcoming year.

Census data is also being used to drive decisions, with an increasingly-diverse demographic living in the CDBG Target Area.

First-time homebuyer interest and action has definitely picked up with the economy, validating increases in funding for this activity.

There were over \$200,000 more in funding requests than could be granted in Public Services funds, driving decisions about providing support services for the needy, low-income and homeless.

The CDD has stayed underneath its Administrative and Public Services funding caps in past year, and expects to do so again.

The Consolidated Annual Performance Evaluation Reports (CAPER) reports fully detail each prior year's performance.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The City, led by the Mayor, and the Community Development Department took a more aggressive approach regarding outreach for soliciting input for the Annual Plan. Several different community meetings were held to explain the parameters of the Community Development Block Grant and what it is doing or could be doing in the community. These meetings were strategically held in different neighborhoods within the CDBG Target Area, such the Mount Washington neighborhood, the Lower Acre, the Acre and Downtown. Some of these meetings were facilitated



by others so as to elicit the greatest amount of true feedback. The number of community meetings which at least partly focused on CDBG (and planning for this document) greatly exceeded prior year's efforts.

In addition, feedback was sought from several non-profit organizations, service providers, and church groups regarding trends and dynamics that they are encountering in the community. All sub-recipients were asked to note any extraordinary or unaddressed issues, especially as regards the city's increasingly visible underclass.

The Community Affairs Advisory Board (CAAB) was tasked with soliciting feedback from neighborhoods and the public regarding community needs that drove input into the Plan. They accomplished their roles as 'CDBG ambassadors' rather well.

Businesses, the Greater Haverhill Chamber of Commerce, and microenterprises were also sought for input regarding what the City in general and CDBG in particular could do to improve the local economy and job creation.

There was more feedback and consultation solicited this year than previously from the School Department, particularly in regards to homeless or 'unaccompanied' youth.

The Police Department was consulted more than in past years. Efforts were made to complement CDBG efforts, activities and priorities with the Shannon Grant that the HPD received from the Commonwealth.

As usual, the Community Development Department interacted with various other City Departments regarding the Plan, including Public Works, Assessor, Engineering, Fire, Economic Development, Health and Inspectional Services Departments.

5. Summary of public comments

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

Since the City met with constituencies in different neighborhoods throughout the CDBG Target Area, there were a broad range of opinions about what should constitute the Plan.

While most agreed that housing rehabilitation was important, a large number of the individuals polled did not own property. Rather, they had landlord or neighbor complaints. Many Latinos were interested and excited in the First Time Home Buyer program. FTHB though CDBG is likely to become a key piece of the future annual plans.

Clearly, there were some concerns about crime and community policing. Residents of the Acre and especially Mount Washington had strong opinions about policing efforts. One female stated, "I see police cars drive by all the time...the drug dealers come right back after they drive off." There were requests for more comprehensive community policing, with regular presence on foot and on the ground. Community policing is subsequently supported in the Plan. Yet, fear about crime was not overwhelming. Most felt relatively safe in their neighborhood most of the time. Rather, they were frustrated with a few people whom the police seemed unable to deal with.

There were concerns about trash and the overall appearance of urban neighborhoods. In many cases, the tenants were blamed as much as owners. This led to upcoming purchases of more trash barrels at problem spots, such as High Street, Olympia Square and Currier Square. The CDBG Code Enforcement efforts were surprisingly popular, cracking down on absentee landlords, vacant properties and messy tenants. There was strong support from various forums for the City's effort to clamp down on distressed, vacant and abandoned housing. Quality of life issues such as noise from music, vehicles, crowd after hours, etc. were common refrains. The new coordinated Code sweeps were popularly received.



In the Acre, there is a procession of homeless individuals who proceed from Mitch's Place shelter to the Homeless Drop-In Center in the morning to the Common Ground Cafe or Public Library in the afternoon and back to Mitch's Place. Keeping these individuals from illicit behavior, loitering and violent activity were major concerns for business owners along Winter Street.

There was strong support for the park renovation projects which drive a sizable chunk of Public Improvement spending in this upcoming Program Year-- Swasey Field (part 2), Portland Street Park, and G.A.R. Park upgrades. Residents craved a safe, fun place to take their kids.

There were interesting concerns from the Mount Washington neighborhood about the lack of organizations and support structures for youth and other residents in their neighborhood. An overwhelming share of the city's strongest non-profits and social service providers are found in the Acre area as opposed to Mount Washington. This is a challenging capacity issue for the Community Development Department to address.

The Veterans Northeast Outreach Center, which is developing three vacant lots on Mount Washington, was seen as a good neighbor and a stabilizing force providing solid support for their troubled clientele of veterans. There were discussion about density in the inner city. On one hand, some fear that overcrowded conditions and tightly compacted developments could be troublesome. Other felt that the vacant lots were ugly nuisances that attracted bad behavior.

Others felt that poorly paved streets made residents not want to take pride in their street.

Downtown artists had other concerns. They too had noise complaints. They also wanted better promotion of cultural events and advertising that will attract those out of town and on the outskirts of town to the Downtown. There was support for promoting the culture district, the Merrimack River and keeping the city clean.

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

Many comments were extraneous to CDBG, relative to Schools, education, parenting, values, and youth in poverty having children themselves.

Some wanted a spray park by Haverhill Stadium with CDBG money, but it would be ineligible. Others wanted direct rental assistance. Some non-profits wanted vehicles for their operation, or funding for capital campaigns.

Most of the comments that were rejected were either for ineligible ideas, political views, or unfeasible due to funding constraints.

7. Summary

With enhanced cooperation from Haverhill-based agencies, social services providers, businesses and city departments, as well as the City's improved finances, the Haverhill Community Development Department is steering its way through a period of historic federal budget uncertainty and cutbacks during a period of economic expansion that is, nevertheless, clearly leaving some people behind. All this is occurring during a period of social and demographic change in the community that makes even 5-year plans seem outdated.

Haverhill is justifiably proud of its social services network, which can provide food every day of the week to the hungry, and clothing and other assistance almost every day. However, the city has served as a 'magnet' to the needy from other communities who cannot match the service network that Haverhill has. In so doing, however, the city's network strains beyond its capacity and risks becoming ineffective or broken. The challenge for Haverhill will be to retain, expand and improve upon this network of supportive services for its lower class while not losing its middle class and its great advantage-- Haverhill's attractiveness as one of the most livable and affordable Gateway Cities.



If the City can build upon its newfound fiscal stability, keep its budgetary discipline and make the right forward-looking investments, the future could be very bright. The investments made by HUD through the Community Development Block Grant are critical to this success.

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

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

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

Agency Role	Name	Department/Agency
Lead Agency	HAVERHILL	
CDBG Administrator	HAVERHILL	Community Development Department
HOPWA Administrator		
HOME Administrator		
HOPWA-C Administrator		

Table 1 – Responsible Agencies

Narrative (optional)

The City of Haverhill, through its Community Development Department, is the agency responsible for preparation and execution of the Annual Plan, within the framework of the 5-Year Consolidated Plan. The Community Development Department is led by William Pillsbury. The Division Director is Andrew Herlihy.

The City of Haverhill is not a Participating Jurisdiction (PJ) in terms of HOME funding, but rather participates in the North Shore HOME Consortium. Haverhill is the largest of the North Shore HOME Consortium's 30 communities.

The City contracts with a number of subrecipients in order to undertake its various projects. These include local non-profits, other city departments, consultants, contractors and agencies.

Consolidated Plan Public Contact Information

The City of Haverhill Community Development Department is the lead agency responsible for development, implementation and oversight over the Consolidated Plan. The Department operates out of Haverhill City Hall, 4 Summer Street, Haverhill, MA 01830. The City of Haverhill's Community Development Department's telephone number is 978-374-2344 and fax is 978-374-2332.

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

1. Introduction

The City of Haverhill, through its Community Development Department as well as other city departments-- by way of collaborations, meetings, and outreach-- engages in a constant dialog with local non-profits, public housing agencies, homeless service providers, social service providers, neighborhood leaders, churches, businesses, chambers, civic organizations and residents for feedback that drives our Annual Plan.



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(l))

The City has enhanced coordination with the Haverhill Housing Authority (HHA), especially since successful completion of the City's renovation of 18 units of public affordable housing on Mount Vernon Street. During this NSP-funded activity, the City and the HHA were jointly able to work more closely and understand how each other operates. City staff are attending HHA Board meetings more regularly, and the Mayor is receiving regular updates from his appointed HHA Board members about any issues that may arise for residents. During the past year, in March, 2014, the longtime HHA Executive Director retired, and a new Director, Joseph Hart, was hired. The City was involved in ensuring a smooth leadership transition, only the 4th since the 1940s. The City is working to expand public recycling to HHA properties, which should reduce HHA's trash costs.

The City works closely with several agencies that provide assistance to individuals with developmental disabilities, including American Training and Fidelity House, which operate HOME-assisted group homes in the community. The City has reengaged Opportunity Works, which is an employment-training organization for individuals with developmental disabilities that is currently expanding in the City, with a new center being constructed near Northern Essex Community College's campus. The ARC of Greater Haverhill-Newburyport and Career Resources Corporation (CRC) are both active CDBG-funded sub-recipients. The relationship and coordination with CRC is even stronger in terms of housing, with the recent 2014 completion of CRC's (local) HOME-assisted Shattuck Street residence.

The City enhanced its longstanding relationship with one of the community's major homeless services providers, Emmaus, Inc. This Community Housing Development Organization (CHDO) operates the city's main overnight homeless shelter (Mitch's Place) as well as a variety of housing for various needs (abused women and families, chronically homeless or those supported by Emergency Solutions Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA) and other McKinney-Vento programs. Emmaus greatly contributes to the development of this Plan each year.

One of the strongest relationships is between the City and Community Action Inc. (CAI), the Community Action Provider (CAP) agency for the Greater Haverhill area providing assistance and coordination between various agencies as it relates to housing, education, nutrition, family assistance and other anti-poverty programs. The City supports CAI's Homeless Drop-In Center through CDBG Public Services funds along with CAI's Heating Assistance program, which was the highest funded Public Services activity. The Community Development Department stays in close contact with CAI's Housing Specialist, who works to refer individuals needing housing to the appropriate resources. CAI's feedback is integral to the development of this Plan, especially relying on CAI's expertise in combatting poverty, tenancy and adult basic education issues.

The Salvation Army is one of the largest annual recipients of funding from the CDBG Public Services, serving several hundred Acre residents on a walk-in basis every year, and their consultation was important from a "street level view" that helped develop this Plan.

With the nation ending two wars and many Vietnam-era veterans approaching a post-employable age or nearing retirement, the needs of local veterans is clearly on the rise. Veterans and their needs are becoming increasingly diverse. The City and the CDD have a close relationship with Veterans Northeast Outreach Center (VNEOC) that is clearly reflected in this Plan.



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

The City of Haverhill is the largest single community represented in the regional Continuum of Care (CoC), being one of the few active municipalities regularly attending CoC meetings. The local homeless population is of great concern to the City Administration.

In the CoC, the City shares information, data and best practices about treatment, care and sheltering of homeless individuals and families. For example, thanks to guidance from the CoC, the CDD coordinates with the Haverhill Police Department, Haverhill High School and service providers such as Emmaus and CAI on the Annual Homeless Count. This upcoming Program Year, Homeless Information Management Systems (HMIS) will be a greater focus of the CoC and its sub-recipients such as Emmaus, Inc. The 2013 CoC budget makes HMIS support for local agencies such as Emmaus a "Tier 1" activity for funding priority, because of the interagency collaboration that can lead to available beds, support services, family reunification, better client tracking, etc.

Another key focus for the CoC will be the housing of homeless veterans, and the City, through its previous NSP activities, and its pending HOME-committed plans with Veterans Northeast Outreach Center, is well-positioned to continue its lead in this regard, which is a source of great pride for the City and the Mayor. This Annual Plan supports the development of 27 units of newly-constructed housing scattered across three vacant lots in the Mount Washington neighborhood for a diverse array of homeless veterans and their families.

The CoC provides an opportunity, vehicle and forum for the City to learn of effective strategies, funding options and regulations that can help transition homeless families to temporary and permanent housing more seamlessly. Lessons learned constitute valuable feedback and coordination. Among the focus areas include dealing with ex-convicts, housing of registered sex-offenders, substance abusers, immigrant families, homeless veterans and mentally ill populations. Innovative and cooperative solutions are needed to deal with such issues in a time of reduced budgets.

One innovative approach that the City has deployed, in conjunction with CAI, is to provide an emergency housing fund that provides first/last rental assistance for rent-paying tenants who lose their units due to fire or other catastrophes not of their causing. In cases of devastating fires or other tragic mishaps, some individuals and households end up in homeless shelters even though they are employed and paying regular rent, due to the lack of having enough savings to provide a first and last to a new landlord when they are suddenly displaced. This is an example of the sort of issues that are addressed through the CoC process.

The other major concern with the CoC is the opportunity to provide additional federal funding for organizations such as Emmaus and Veterans Northeast. The City is an advocate through the CoC process for projects that provide housing benefits for needy Haverhill residents. During the past Program Year, this meant securing additional CoC funds for Emmaus to add 2 new units of permanent housing on Emerson Street. Housing for homeless veteran's projects will likely be an ongoing priority for CoC funding over the next Year.

The City is also monitoring the capacity and need for housing for homeless youth following the closure of Team Coordinating Agency's Phoenix House for teens due to a shrinking population. These residents were placed into another existing structure in the Bradford section of Haverhill.

Coordination for all of the various subsets of homeless or under-housed individuals remains an ongoing priority.



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

As a region with many smaller, more affluent and less diverse communities than Haverhill, this dynamic presents difficult issues for the CoC and North Shore HOME Consortium and Continuum of Care to handle. While the City is proud of its availability of services and the quality of its service providers, the City cannot afford to take on all of the housing responsibilities of those from other communities who need services.

In Haverhill, Emmaus directly manages the ESG funds for the community. Emmaus' HMIS challenges and workload have been steadily increasing, and this year's CoC plan puts some additional resources into this area. In spring of 2014, the CoC has adopted a new HMIS Governance Policy, which features performance standards, outcome evaluations, compliance monitoring, data quality and common definitions of homeless conditions.

City staff, through active participation on the CoC, voted to support this increase in Tier I prioritized HMIS support for Emmaus and other ESG recipients throughout the region.

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

1	Agency/Group/Organization	Haverhill Housing Authority
	Agency/Group/Organization Type	Housing PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Haverhill Housing Authority provided input on public housing resources, needs and issues. The new director provided direct input into the Plan. It is anticipated that further City-HHA coordination will improve services for residents, including quality of life issues (i.e. new benches and recycling) and housing voucher options.
2	Agency/Group/Organization	Career Resources
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the	CRC provided input regarding the workforce development needs of individuals with developmental disabilities, as well as veterans with head injuries or Post-Traumatic Stress Disorder (PTSD). They are a public



	consultation or areas for improved coordination?	services sub-recipient as well as a housing developer receiving HOME assistance. Expected outcomes include their transfer out of multi-level housing with an existing affordability restriction, and their successful opening of a new group home, as well as successful employment placements for difficult-to-place individuals.
3	Agency/Group/Organization	Emmaus, Inc.
	Agency/Group/Organization Type	Housing PHA Services - Housing Services-Elderly Persons Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Education Services-Employment Service-Fair Housing Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	As the administrator of ESG and HOPWA funds, as well as operation of the city's largest housing shelter, Emmaus provides a great deal of input and insight into the plan, particularly as regards homelessness issues. Emmaus organizes the Annual Homeless Point-in-Time Count, and puts a face on homelessness issues in general. Emmaus is also an active CHDO involved with the Continuum of Care. Expected coordination includes more services for the homeless, increased shelter capacity in the city and more understanding of unaccompanied youth by working with the Haverhill Public School and their McKinney staff.
4	Agency/Group/Organization	Community Action, Inc.
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Education Services-Employment Service-Fair Housing



	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City always consults with CAI before undertaking the Plan, as the city's leading anti-poverty organization. CAI is not only a double-subrecipient for their heating assistance and homeless drop-in center, but they provide go-to information on affordable and fair housing, poverty trends and education/training including ESOL and First-Time Homebuyer classes. Improved coordination would result in a joint grant applications for different initiatives.
5	Agency/Group/Organization	Salvation Army
	Agency/Group/Organization Type	Services-Children Services-Victims of Domestic Violence Services-homeless Services - Victims
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy Food Distribution
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Salvation Army serves a tremendous amount of low-income individuals with very little overhead. They provide nearly all of their walk-in services to residents of the 01830 zip code (primarily the Acre neighborhood). Their consultation reveals usage number for meals and emergency services actually increasing as the overall economy seems to be improving-- a sign of the dichotomy that is occurring between low-income and other economic strata. Areas for coordination include assisting Salvation with more operational efficiency (i.e. use of the Greater Boston Food Bank) and paperwork demands.
6	Agency/Group/Organization	Veterans Northeast Outreach Center
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-homeless Services-Employment Publicly Funded Institution/System of Care Regional organization Neighborhood Organization



	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	A large regional services provider for veterans and their families, VNOC counsels veterans, providing job training, assistance with VA benefits and other programming. VNOC is a large and growing housing developer, addressing the needs of homeless veterans, providing intensive services and meals programs. VNOC provided a great deal of input to the Plan as it regards veterans housing in specific and economic redevelopment in general. Further coordination will include using HOME funds to complete their construction with Coalition for a Better Acre for 27 new units of housing across 3 vacant lots in Mount Washington, and strategies for other housing redevelopment projects as well.
7	Agency/Group/Organization	Pregnancy Care Center
	Agency/Group/Organization Type	Services-Children Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	PCC is a sub-recipient that provides services to young, at-risk or impoverished mothers or expected mothers. They provide input to the Plan as regards trends in teen pregnancy trends and other dynamics. They will be a sub-recipient again in PY2014, with opportunities for continued consultation.
8	Agency/Group/Organization	Bethany Homes, Inc.
	Agency/Group/Organization Type	Housing Services - Housing Services-Elderly Persons Services-Persons with Disabilities Services-Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the	Bethany successfully manages a great deal of downtown housing for elderly residents on fixed incomes. They provide input to the Plan as regards this important population and on housing issues in general. Further coordination with the CDD and HHA is needed as the Mission



	consultation or areas for improved coordination?	Towers Complex now accepts Section 8 vouchers exclusively. The CDD will provide assistance to them in terms of closing on this new Mission Towers deal.
9	Agency/Group/Organization	The Arc of Greater Haverhill-Newburyport, Inc.
	Agency/Group/Organization Type	Services-Children Services-Persons with Disabilities Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Association for Retarded Citizens provides services to youth with developmental disabilities. They provide input about their growing population in Haverhill as opposed to their seacoast location. Further coordination is needed to assist in getting these young people into jobs.
10	Agency/Group/Organization	Girls, Inc. of Greater Haverhill
	Agency/Group/Organization Type	Services-Children Services-Education Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Girls Inc. provides after-school care and support for girls and teens from the Acre neighborhood and elsewhere. They provided input into the Plan regarding community policing, prostitution and other street crime.
11	Agency/Group/Organization	Rebuilding Together/Greater Haverhill, Inc.
	Agency/Group/Organization Type	Housing Services-Elderly Persons Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	CDBG funds are the primary revenue source for Rebuilding Together in Haverhill, a program that uses professional contractors who volunteer their time one Saturday in April every year for housing rehabilitation projects around the city. These projects are generally smaller but similar to the CDD's Housing Rehabilitation and Code Correction program (HRCCP). Their consultation regards trends they see in regards to housing rehab requests and ADA issues for homeowners. Further coordination with Rebuilding Together will result in a hand-off of projects between HRCCP and Rebuilding Together depending upon circumstances, budgets and schedules.



12	Agency/Group/Organization	Common Ground Ministries, Inc.
	Agency/Group/Organization Type	Services-homeless Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Common Ground Ministries works 7 days a week with homeless individuals, providing an afternoon meals program, clothing and other supports for homeless street people in the Acre. There has been much coordination with them around the Plan regarding homeless services, community policing and neighborhood improvements around White and Winter Streets. Further coordination with Common Ground is derived from their monthly neighborhood meetings with their surrounding abutters and the Police regarding maintaining economic viability of this commercial thoroughfare while providing assistance to large numbers of homeless individuals with nowhere else to go.
13	Agency/Group/Organization	Haverhill YMCA
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Victims of Domestic Violence Services-Health Services-Education Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The YMCA provides youth and teen after-school wellness and enrichment services to hundreds of youth, especially in the Acre neighborhood. The YMCA also runs a large day care and early education center. The YMCA also permanently houses scores of previously chronically-homeless individuals. The Y provides input to the Plan regarding homeless numbers, youth needs and requests and neighborhood needs. Further coordination with them will include their involvement with upcoming park improvements near their center as well as closing out HOME funds for the Wadleigh House project.
14	Agency/Group/Organization	St. James Parish
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homelessness Strategy Non-Homeless Special Needs



	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>St. James Parish in the Acre is a Roman Catholic Church that was traditionally Irish but is now very diverse, with Spanish language Masses that make them a real community anchor for Latinos in the Acre. After Catholic Charities left, the parish took over operation of the Open Hand food Pantry last year at the Universalist Unitarian Church on Ashland Street. They are also the home base for a local chapter of St. Vincent de Paul that will provide utility, spot rent and household good assistance to low-income renters. Their input into the Plan revolves around the numbers of needy low-income individuals that they are seeing, as well as the need of the Latino community. Further coordination will include helping the parish to learn better management practices of the Food Pantry, from Greater Boston Food Bank's technical assistance and others.</p>
15	Agency/Group/Organization	NFI MA
	Agency/Group/Organization Type	<p>Services - Housing Services-Children Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Health Services-Education Services - Victims</p>
	What section of the Plan was addressed by Consultation?	<p>Housing Need Assessment Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs</p>
	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>NFI Massachusetts merged with Team Coordinating Agency recently, taking over operation of TCA's group homes for state-referred or homeless youth. They also provide substance abuse treatment and counseling, methadone, anti-opiate and anti-heroin clinics and referrals. They were consulted regarding homeless youth, Department of Child and Families referrals and issues, substance abuse trends (including heroin abuse), and unresolved mental health capacity. The merger required additional interaction with the City, which needed to approve transfers of HOME -mandated affordability restrictions. It opened up dialog about extending these restrictions and looking for solutions for other issues affecting the increasingly-younger homeless community, primarily regarding addiction and treatment. TCA is also co-sponsoring a boxing club for street youth in Mount Washington this upcoming year with some seed money from CDBG, which will require improved coordination.</p>
16	Agency/Group/Organization	Vinfen
	Agency/Group/Organization Type	<p>Housing Services-Persons with Disabilities Services-Education Health Agency</p>



	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Vinfen merged with Mental Health Resources Plus, the operator of the DMH Haverhill Clubhouse on Locust Street. Vinfen was consulted about the Plan as regards mental health services in the community. Moving forward, there are areas for improved coordination concerning the HOME-assisted housing units behind the Clubhouse and adoption of the adjacent Locust Street Park.
17	Agency/Group/Organization	Greater Haverhill Chamber of Commerce
	Agency/Group/Organization Type	Business and Civic Leaders Foundation
	What section of the Plan was addressed by Consultation?	Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Chamber represents the voice of businesses in the community and its Community Arts and Education Foundation serves as the fiscal agent for Creative Haverhill, an Adams Arts grant-funded cultural and creative clearinghouse. The Chamber was consulted as regards economic development, the micro enterprise environment, and the creative economy. Further coordination with Creative Haverhill, which is no longer receiving direct CDBG support, will be a focus in PY2014.
18	Agency/Group/Organization	North Shore Community Development Corporation
	Agency/Group/Organization Type	Housing Services - Housing Services-Education Services-Employment Regional organization Community Development Financial Institution
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	North Shore CDC is a developer of affordable housing in Essex County which is contemplating its first project in Haverhill. They were consulted on their plans for a mixed-use development that may include a commercial test kitchen or food training academy, which would be a major economic development priority. There will be much consultation with them moving forward to help make this project a reality.
19	Agency/Group/Organization	Somebody Cares New England
	Agency/Group/Organization Type	Services-Children Services-Persons with Disabilities Services-homeless Neighborhood Organization



	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Somebody Cares has taken over an old funeral home atop Mount Washington and has emerged as a leading community voice in that low-income neighborhood. They operate a food distribution program and provide other services to low-income residents. They hosted a community meeting regarding the Plan and they offered feedback concerning community policing, housing, clean streets, rental assistance and other issues. Further coordination with Somebody Cares may involve the renovation of an abandoned and rundown former church just up the street that could become a badly-needed youth center. In addition, there will be a need for coordination in order to create an emergency shelter or two from the basement of Somebody Care's building.
20	Agency/Group/Organization	Coalition for a Better Acre
	Agency/Group/Organization Type	Housing Services - Housing Community Development Financial Institution
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Non-Homeless Special Needs Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Coalition for a Better Acre is a Lowell-based CHDO that is now undertaking housing projects in the City. They were consulted as regards housing needs for low-income individuals and redevelopment of large vacant parcels. It is hoped that further coordination will not only successfully complete the planned construction of 27 units of veterans housing on Mount Washington (with VNOC), but will also lead to other developments in the Target Area.
21	Agency/Group/Organization	Team Haverhill
	Agency/Group/Organization Type	Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development park improvements
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Team Haverhill is a local civic group comprised of community residents interested in making Haverhill a better place to live, work and play. They were consulted from the Plan early on in alignment with their community visioning sessions. They seek to champion doable causes that volunteers can execute. Areas for improved coordination going forward will include



		the development of Portland Street Park, use of the City's new docks and downtown redevelopment.
22	Agency/Group/Organization	Haverhill Police Department
	Agency/Group/Organization Type	Services - Victims Other government - Local Grantee Department
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Street Gang prevention
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	More than in past years, the Haverhill Police Department was consulted regarding the Plan, especially concerning their anti-gang activities, community policing efforts and crime data analysis. As the Target Area equates to the highest crime-ridden area of the city, CDBG resources for Community Policing were preserved. In addition, efforts were made to leverage CDBG funding with the anti-gang Shannon grant that the Police received. Improved Coordination will need to revolve around community policing strategies, and connections with Haverhill High's Violence Intervention Program.
23	Agency/Group/Organization	Elder Services of The Merrimack Valley
	Agency/Group/Organization Type	Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-Health Services - Victims Major Employer
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Elder Services serves as an elder protection network providing care, assistance and basic necessities to homebound seniors, with a goal of keeping seniors in their home. They also run a brown bag food program for seniors out of the Pentucket Lake School on the eastern side of the City. They were consulted about the need of homebound seniors and the expansion of their brown bag program. Further coordination is leading to the expansion of this program at Silver Hill School on the western side of the City.
24	Agency/Group/Organization	Mill Cities Community Investments
	Agency/Group/Organization Type	Housing Services - Housing Service-Fair Housing Community Development Financial Institution Private Sector Banking / Financing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development



	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Mill Cities has performed as the main banking and lending entity for those low-to-moderate income homeowners looking to utilize the State's 'Get the Lead Out' program. The CDD has worked to assist applicants and MCCI in getting deals done to remove lead hazards. MCCI was consulted on the Plan regarding lead hazard removal and the affordable housing development parts of the Plan. The outcomes for improved coordination moving forward are to process even more 'Get the Lead Out' loans.</p>
25	Agency/Group/Organization	Merrimack Valley Workforce Investment Board
	Agency/Group/Organization Type	<p>Other government - Local</p> <p>Regional organization</p> <p>Planning organization</p> <p>Business Leaders</p>
	What section of the Plan was addressed by Consultation?	Economic Development
	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The MVWIB is the private-sector led board that oversees and funds the federally-funded workforce development system, which includes unemployment and job-training. The WIB oversees the Valley Works Career Centers in Lawrence and Haverhill. The WIB was consulted on the Plan regarding economic development trends, especially regarding large employers, and provided unemployment rate data. Moving forward, improved coordination with the WIB should lead to the maintenance of a permanent Haverhill Career Center, more job training programs to benefit our largest employers (such as Southwick Clothing), and a reduced unemployment rate.</p>
26	Agency/Group/Organization	YWCA of Greater Lawrence
	Agency/Group/Organization Type	<p>Services-Children</p> <p>Services-Victims of Domestic Violence</p> <p>Services - Victims</p> <p>Regional organization</p>
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The Haverhill YWCA recently merged with the YWCA of Greater Lawrence. This agency is getting back on its feet in Haverhill, with a special focus on women in crisis, after-school programs, and domestic violence prevention. The YWCA has input in the plans regarding abused women and children and the infrastructure available to them in Haverhill. One major anticipated outcome of our joint consultation is to hopefully reestablish approximately 8-10 units of vacant housing in their Winter Street building, though HOME funds. This housing would address a documented need for temporary housing for abused women and children. Electrical code improvements to the entire structure are being funded though CDBG this upcoming year.</p>



27	Agency/Group/Organization	Merrimack Valley Planning Commission
	Agency/Group/Organization Type	Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Merrimack Valley Planning Organization is the regional planning entity that oversees transportation funding through the MPO, economic planning and regionalization. They were consulted on the Plan relative to transportation and public improvement projects, including the Bradford Rail-Trail and the Water Street greenway project. They were also included in planning regarding Harbor Place and Mass Works initiatives. The MVPC's Priority Strategies for Growth study was consulted for this Plan, especially in terms of economic development and housing investment. The MVPC was consulted about their potential of undertaking an Analysis of Impediments study for Haverhill's housing situation, in conjunction with other municipalities. This AI report would represent a major anticipated outcome, presenting the perfect opportunity for regional cooperation.
28	Agency/Group/Organization	Haverhill Department of Public Works
	Agency/Group/Organization Type	Other government - Local Grantee Department
	What section of the Plan was addressed by Consultation?	Public Improvements
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The DPW manages most of the public improvement projects funded with CDBG. The DPW was consulted regarding the 2014 Paving List and scheduling of public improvement projects. In addition, the DPW was consulted on Portland Street Park, River Street Community Gardens and other projects. The anticipated outcome is to efficiently and effectively undertake the various public improvement projects slated for this year.
29	Agency/Group/Organization	Haverhill Public Schools
	Agency/Group/Organization Type	Services-Children Services-Education Other government - Local Grantee Department
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the	The School Department was consulted for their role in working with homeless youth, children with housing instability, especially 'couch-surfing' unaccompanied youth with no formal address. The McKinney liaison at the School Department provided input regarding these



	consultation or areas for improved coordination?	unattached youth and the challenge and expenses (such as transportation) of serving them. Moving forward, the outcome from improved coordination is to better identify these youth, these needs and how to resolve them.
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Table 2 – Agencies, groups, organizations who participated

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

While undoubtedly some agencies were not consulted, none was omitted intentionally.

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	North Shore Home Consortium	Development of permanent affordable housing, with supportive services for the population
Regional Priority Strategies for Growth	Merrimack Valley Planning Commission	Economic growth directed towards priority areas, such as the CDBG Target Areas.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

This past year has featured a number of tumultuous mergers and consolidations with several agencies that rely on state referrals for clients. The manner and quantity in which the beleaguered Massachusetts Department of Children and Families (DCF), Massachusetts Department of Mental Health (DMH) and Department of Developmental Disabilities (DDS) makes referrals to relevant non-profit agencies presents a growing cause for concern. The process for agencies to get referrals, get reimbursed and at appropriate rates has driven some agencies to close operations at certain Haverhill facilities, such as the Phoenix House for homeless teens. In order to survive, smaller community non-profits are merging with larger entities or aggressively expanding their service territories.

For example, Team Coordinating Agency, a Haverhill non-profit service provider to at-risk youth, mentally ill, substance-addicted individuals and others, merged with NFI Massachusetts, including the oversight of two group homes for state-referred teens (through DCF). Likewise, the Haverhill Mental Health Clubhouse merged with VinFen, out of concerns about their long-term viability in this increasingly competitive environment. On the other hand, Opportunity Works, which works with developmentally delayed individuals, is expanding services with a competitive growth campaign in Haverhill in order to secure appropriate referrals and funding.

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

More efforts were made this year to solicit additional citizen participation than in the previous few years. Due to a lack of staffing or staff turnover in prior years, only the minimum was done in terms of public outreach.



This year, numerous meetings were held and posted. Calls were made to potential sub-recipients. Members of the mayoral appointed Community Affairs Advisory Board, a diverse group of residents and volunteers representing the CDBG Target Area, were tasked with soliciting their neighborhoods and their constituencies for feedback that would drive the Plan.

Overall, the goals ended up in remarkably in line with the overall direction charted by the Five Year Consolidated Plan. There was definitive community feedback on increased support of food programs (including food pantries and soup kitchens).

Many expressed youth concerns. There was a desire for additional youth outreach measures (especially for girls) and anti-gang initiatives. Other community feedback expressed concern over the numbers of young, returning veterans with Post-Traumatic Stress Disorder (PTSD) or brain or limb injuries. There were calls for more supports for disabled youth.

There was feedback from groups such as Team Haverhill to support the Portland Street Park project, which was incorporated into the Plan. Neighborhood support for the Swasey Field Project, community gardens and the Bradford Rail-Trail was strong and noted in the Plan. This led to the decision to use prior year unspent funds on public improvements.

Concerns over a spate of vacant and abandoned troubled properties help drive the Code Enforcement provisions of the Plan. These distressed properties are unsightly at best and dangerous and unsanitary at worst.

Finally, more input was sought from the sub-recipients themselves as to what their service trends were. General consensus was that these providers were seeing more families.

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
1	Public Meeting	Minorities Non-targeted/ broad community Community Affairs Advisory Board	This meeting was held on January 22, 2014 at 6PM in Haverhill City Hall. At this meeting, members of the community and the Community Affairs Advisory Board (CAAB) were presented with the 2013 CAPER and an overview of the development for the 2014 Annual Plan. Comments were sought about areas of community need, service trends and unmet needs in	There was a focus on youth needs in the community relative to anti-gang activities, programs to prevent prostitution and bullying. There were concerns expressed about outreach and programming for youth, especially hungry or homeless youth. There were also concern raised about a growing younger sub-population amongst the general homeless population, with heroin abuse being a common link. Strong support was still voiced for housing rehabilitation programs, public services and public improvements. Many wanted to keep up the momentum the City has made with renovating parks.	



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			the community. 8 CAAB members attended.	Others wanted better facilities for the elderly, such as accessible ramps, bathrooms and other improvements.	
2	Public Meeting	Non-targeted/ broad community	Team Haverhill 'Possible Dreams' Meeting-- This community meeting and open charrette was held on January 27, 2014 at Northern Essex Community College. A portion of the meeting was dedicated to voicing support for various projects as well as input on community development and city priorities, in addition to areas of greatest volunteer impact. Participants moved from table to table with various table captains who facilitated ideas and discussion about moving the City forward. Over 130 individuals attended.	There was vocal support for linking City efforts with the new State-designated Cultural District in Downtown Haverhill, to support local artists and creative entrepreneurs who live and/or reside there. There was strong support for a 'Restaurant Week' in order to promote the Downtown. In addition, plans were advanced to renovate dilapidated urban neighborhood parks at Portland Street and at GAR Park. Much discussion centered on possible redevelopment of the Merrimack Street corridor and reversing the negative effects of Urban Renewal. There was a desire for a larger farmers market, more festivals, and a volunteer fair to connect people with needs. More recreation on the River was also desired.	
3	Public Meeting	Low Income Artists/ Entrepreneurs	There discussion were based upon CDBG in the Downtown and the creation of the Cultural District. One meeting was held on Saturday, February 8 & the other on Monday night, February 10, 2014, at times convenient to the public. Over 22 people attended each session, 48 total.	These facilitated interactive discussion meetings were held particularly to hear from those artists and members of Haverhill's burgeoning creative economy about their needs, how the City and CDBG funds could assist, and how the State-designation of an official Cultural District could help promote Downtown Haverhill as a cultural and tourist destination. The future of Creative Haverhill and the Adams Arts Grant was also discussed. There was support for keeping some funds for potential micro enterprises, to 'get self-starters out of their garages and basements and into the mainstream economy.' There were concerns about web and social media promotion of Haverhill's artistic and cultural scene. There were concerns about trash and keeping the city clean and attractive. The boundaries, benefits	One individual thought these grants were a waste of money, but this was not the overwhelming sentiment.



				and limitations of the City's Cultural District and CDBG Target Area were discussed.	
4	Public Meeting	Non-targeted/ broad community Community Affairs Advisory Board	This was a Technical Assistance session held at 4:00PM on February 27, 2014 in City Hall Room #301 for sub-recipients to discuss their priorities and how to reflect those in their applications for local CDBG Public Services funding. 4 different non-profits were represented.	There were concerns over the future of HUD funding, paperwork, audit and reporting requirements, and burdens on limited administration moneys. Also, the prospects of various entities working together in joint applications was discussed.	Allowing funds for additional staffing and travel costs were essentially discouraged. Funds for generic fundraising campaigns were discouraged as well.
5	Public Meeting	Minorities Non-English Speaking - Specify other language: Spanish Acre Community Residents	This neighborhood meeting was held on March 13, 2014 at the Common Ground Cafe at the busy corner of Winter and White Streets. This was a neighborhood meeting called by abutting merchants and the Haverhill Police and Community Development to discuss services to the number of homeless individuals in the area. About 13 individuals were in attendance, including the nearby YWCA and several local business owners.	There were concerns about public safety, especially loitering, illicit public behavior and fighting among homeless individuals given the presence of the nearby shelters. Neighboring businesses were concerned about parking for their customers, concerned about the street appeal being brought down by loitering homeless individuals, and about police presence and violent incidents. There was a need for bathrooms for the homeless, details of which were being addressed with CDBG funding at the Common Ground Cafe (an afternoon walk-in center providing food and clothing for the homeless). A need for greater communication with Common Ground and the Police, a need to keep the homeless inside the center, and other quality of life issues with the residential units above were discussed. The need for frequent police patrols at this busy intersection spurred the continued need for CDBG-funded Community Policing in the Plan. Strategically placed and designed benches and trash barrels would help at this corner as well. Other quality of life issues in the Acre were discussed with City leaders.	Common Ground wanted a van with CDBG funds. This request was not accepted. There was initial desire by Shoe City Hardware to have the Common Ground Cafe closed down, but the owner was convinced that this would only make the homeless vagrancy issues worse if these people had nowhere to go from 12:30-6,



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					when Mitch's Place opens.
6	Public Meeting	<p>Minorities</p> <p>Non-targeted/ broad community</p> <p>Community Affairs Advisory Board</p>	<p>This meeting was held on March 24, 2014 at 6PM in Haverhill City Hall, Room 301. At this meeting, members of the Community Affairs Advisory Board (CAAB) were presented with the "Request for Proposal" packets from sub-recipients for the 2014-2015 program year.</p>	<p>There was excitement about the number of new application received from new and returning organizations in the City.</p>	
7	Public Meeting	<p>Minorities</p> <p>Lower Acre Residents</p>	<p>Acre Community meeting -- March 31, 2014 - Trinity Episcopal Church basement, William Street. 34 people attended this neighborhood outreach sponsored by the City and Team Haverhill. Plans for the Portland Street Park project were discussed at length. Food was also served in order to drive community involvement. Neighborhood residents had an opportunity to speak with the Mayor and CDBG staff about issues they wanted addressed in their neighborhoods.</p>	<p>Residents and their children were excited about the improvements being made to dilapidated city parks at Portland Street and GAR Park. Several residents had housing issues-- a couple were interested in First Time Homebuyer assistance, while others inquired about home rehabilitation programs. There was support to maintain these Rehab and First Time Homebuyer Programs, along with the park renovations. Community policing was also stressed as a need. Sidewalk work on Portland Street was discussed, along with the play surface for the Portland Street Park. Much discussion was held around the type of playground equipment, future park maintenance by both the City and residents, and whether to replace basketball hoops.</p>	
8	Public Meeting	<p>Minorities</p> <p>Non-targeted/ broad community</p> <p>Community Affairs Advisory Board</p>	<p>This meeting was held on April 7, 2014. New applicants presented this night.</p>	<p>The Community Affairs Advisory Board met and some members of the general public also attended. Priorities for the Annual Plan, and Community Development Block Grant Public Services funding, were discussed in detail. There was much discussion of youth with disabilities and their unique needs, and those of their families. Also, there was much discussion concerning the needs of the poor and homeless. The struggles of newer agencies trying to undertake their missions in a constrained</p>	



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				philanthropic environment were highlighted.	
9	Public Meeting	<p>Minorities</p> <p>Non-targeted/ broad community</p> <p>Community Affairs Advisory Board</p>	<p>This meeting of the CAAB was held on April 8, 2014. It was a continuation of presentations from possible sub-recipients for Public Services funding. No other members of the public attended, most having come the first night. The CAAB heard funding request presentations from a number of community groups that work regularly with low-to-moderate income individuals and families.</p>	<p>The need for coordination among service providers and the need for additional funding were discussed. Linkages with the Greater Boston Food Bank to provide free food to local pantries was discussed with various agency representatives.</p>	
10	Public Meeting	<p>Minorities</p> <p>Non-targeted/ broad community</p> <p>Community Affairs Advisory Board</p>	<p>This CAAB meeting was held on April 9, 2014. This was the final night of presentations for applicants who wished to be sub-recipients of CDBG funds.</p>	<p>There was a general desire to deal with basic necessities (food, clothing, shelter, heat, safety) above all. Many long-time sub-recipients presented their cases that night. Concerns about homeless services dominated the discussion.</p>	
11	Community Meeting	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Mt. Washington Residents</p>	<p>This evening meeting, called 'Your Community, Your Voice,' was held at Somebody Cares New England in the Mount Washington area on April 10, 2014 at 7PM. It was held in English and Spanish. About 18 residents had an opportunity to discuss uses of CDBG funds in their neighborhood with the Mayor and CDBG staff.</p>	<p>The proposed CDBG Annual Plan was profiled and discussed, with Housing Rehab and First-Time Homebuyer Programs being highlighted. Input was received in determining the best priorities for the city to improve the quality of life in the Mount Washington neighborhood. Problems with rental housing code conditions, drugs and crime dominated much of the proceedings. The need for community policing on-foot, in comparison to drive-by cruiser patrols, was emphasized. Youth gang activity and gang influence in this 50% Latino neighborhood was also discussed. One of the concerns to note is the lack of non-profits and youth-serving organizations in the</p>	<p>Requests for Rental Rehab assistance and individual rental assistance could not be accommodated</p>



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				Mount Washington neighborhood, in contrast with the Acre. Most of the Public Services proposals serve the Acre residents predominantly. This helped drive the decision to help fund a boxing club for street youth in this neighborhood. The ongoing renovations to Swasey Field were discussed and endorsed. Improvements to the Currier Square area (trash barrels, etc.) were also requested and will be a part of the PY14 budget.	
12	Public Meeting	<p>Minorities</p> <p>Non-targeted/ broad community</p> <p>Community Affairs Advisory Board</p>	<p>This CAAB meeting was held on April 14, 2014 in Haverhill City Hall, Room 301. At this meeting, funding priorities for CDBG Public Services funding were made. This was a difficult task for two reasons-- first, there was no real sense of how much money the City's annual CDBG allocation would be, due to federal fiscal uncertainty; second, there were considerably more in requests than available funds (about \$200,000 more). The CAAB thoughtfully ranked the applications and then linked potential funding to these rankings. By and large, the Public Services budget in this Plan still reflects these objective rankings from this diverse mayorally-appointed board of inner-city residents.</p>	<p>Basic needs were prioritized at the expense of other objectives. The CAAB also took into consideration issues such as administrative costs and overhead, service delivery and leveraged funding, with a emphasis on not leaving any particular group excluded (such as youth, elderly or disabled).</p>	
13	Newspaper Ad	<p>Minorities</p> <p>Non-targeted/ broad community</p>	<p>This public notice was run as an advertisement in the EAGLE-TRIBUNE, the region's largest circulated newspaper, on May 3, 2014. It advertised a request for feedback on the City of</p>		



		Residents of Public and Assisted Housing	Haverhill Community Development Department Annual Plan.		
14	Public Hearing	Minorities Non-targeted/ broad community Residents of Public and Assisted Housing	This was the official CDBG Budget Public Hearing before the Haverhill City Council on April 29, 2014, at 7:00P.M. in Haverhill City Hall, City Council Chambers, Room 202, 4 Summer Street, Haverhill,	City Councilors expressed support of the revamped Housing Rehabilitation program, CAAB's funding review and Public Services. There was support made for micro-enterprise support. The budget was unanimously approved.	

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

According to the Massachusetts Department of Revenue, the City of Haverhill continues to shoulder the burden of the largest municipal debt incurred in the history of the Commonwealth of Massachusetts, the \$86 million debt load from the formerly City-owned Hale Hospital. As has been the case for over a dozen years, repayment of this 2001 Hale debt relief bailout continues to drive the hunt for additional resources for the City. After years of painful cuts, layoffs, concessions and efficiencies, the City has achieved a structural balance in its annual spending. The City has prudently replenished its nearly depleted reserves. This disciplined fiscal austerity led to a double bond increase in 2013 by Standard + Poor's to 'AA,' the highest bond increase in the City's history.

As a result, the City has been unable to commit additional municipal funds towards the important priorities of the Community Development Department. At the same time, due to still ongoing federal sequester, government shutdowns and other federal fiscal and political uncertainty, the annual amount of CDBG funds has dropped to near all-time lows. This year's annual award of \$884,637 represents a 1.4% decrease over last year's allocation, equating to the second lowest amount of allocated funds in the 40-year history of the Community Development Block Grant for Haverhill as an Entitlement Community.

Therefore, the City and the CDD have worked diligently to find other federal, state, regional, private and foundation resources to help attain our goals to improve the quality of life in the community. The City works to obtain grants that complement CDBG and Plan goals.

This Plan relies upon drawing upon prior years' unexpended funds in order to bring this reserve down to more fiscally responsible levels during an era of federal fiscal uncertainty. This Plan's use of prior years' funds allows the city to



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address outstanding public improvements, especially park creation and redevelopment, as well as abandoned building boarding and/or demolition. This year's Plan draws less heavily from these prior year unexpended funds. As a result, the goal of having no more than one and half times the annual appropriation on hand is scheduled to be met over the upcoming Program Year. Current spending levels are noted to be unsustainable if current funding levels persist. The City is anticipating around \$700,000-750,000 in prior years' unspent funds, depending upon end of Program Year 2013 performance.

The City itself now has operated in a budgetary surplus and has built reserves to an adequate standpoint. With a structurally balanced \$163.2 million budget, the City has better bonding capacity and more Free Cash in which to address emergencies or outstanding Capital Needs.

This Program Year anticipates leveraging at least \$10.5 million in funds from other sources (primarily state and federal). This is highlighted by the extraordinary State support for the city's transformative Mass Works redevelopment to be known as Harbor Place.

The community also receives millions in badly-needed federal and state rental voucher funds.

Priority Table

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	884,637	20,000	725,000	1,629,637	900,000	Despite overall reductions in funding, this year's plan increases funding for Housing Rehabilitation as well as Demolition activities and First Time Homebuyer activities. The remainder will be spent on achieving goals and metrics as outlined in the 2010-15 Consolidated Plan.

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

CDBG funds will leverage at least **\$10,501,189** in additional funds for several important initiatives in this upcoming year. These include:

CDBG funds will help complement and support a \$5 million state Mass Works public infrastructure grant which is intended to revitalize the eastern end of downtown Haverhill into the Harbor Place redevelopment along a Merrimack River Boardwalk.

CDBG staff uses some administrative funds to support the John + Abigail Adams Arts Grants from the Mass Cultural Council, which is providing \$30,000 in state support for the Creative Haverhill initiative, an arts and culture clearinghouse that is promoting tourism in Downtown Haverhill. Creative Haverhill is nurturing and promoting many small entrepreneurs and small volunteer-led cultural organizations in the growing creative economy. CDBG funds no longer provide direct match support for this initiative, unlike previous years.

In the past year, CDBG funds helped match a large Gateway Cities Parks Grant from the Massachusetts Division of Conservation Resources (DCR). This was used to revitalize and renovate Swasey Field in the Mount Washington area, featuring entryways, trees, improved drainage and irrigation, a spray park, improved playground, and a new baseball diamond. CDBG funds will be utilized in PY2014 for the second phase of this large neighborhood parks project, renovating and irrigating two other baseball diamonds, fully replacing the basketball courts, adding a pedestrian walking path around the perimeter and restoring the sledding hill to safety. The City/CDBG joint match of \$288,000 will leverage a \$612,000 State award for this project.

This year, up to \$50,000 in CDBG funds will be used a match for the G.A.R. Park renovations, which will include over \$200,000 in State funds from the 'Our Common Backyards' Grant program. This grant will create a new playground, flower beds and grading improvements (to provide seasonal public skating) at this central city green space. This project will be completed by 12/31/14.

CDBG-funded resources (such as code enforcement) leverage assistance by the state Attorney General's office to combat and expedite the transition of abandoned and vacant homes, due mostly to foreclosure. The City is receiving \$35,000 (\$70K over 2 years) from the AG's Distressed Properties Identification and Revitalization (DPIR) grant to track and process vacant and bank-owned distressed properties in Court. This is partially matched by the work of CDBG-funded code officers in terms of collecting data and field observations of problematic vacant properties. The City has hired a Vacant Properties Manager with DPIR grant funds to investigate and coordinate response these blighting neighborhood influences.

McKinney-Vento funds for homeless children is estimated at \$889,134 for the upcoming Program Year.

Housing Opportunities for People with AIDS (HOPWA) is estimated at \$80,000, to be administered by Emmaus, Inc.

The City's local formula share of HOME funds (described elsewhere) are slated to be \$122,792.

Haverhill Housing Authority is set to receive \$2,881,713 worth of Section 8 vouchers to manage this upcoming year, and \$13,640 in other DHCD public housing improvement funds. DHCD will also contribute \$399,410 in state-funded rental vouchers.



The City will use a small amount of CDBG funds to undertake some sidewalk and streetscape repair around the Haverhill Citizens Center, which is currently being renovated with city funds and a \$237,500 earmark from the federal Department of Energy.

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

There are some pieces of public land or property that may be used to address the needs identified in the plan.

For example, the site of the former Ornsteen Heel factory, taken by the City through tax title years ago, is for sale again through public re-bid, as it was in 2013. This 4.8-acre riverfront site is located from across from the Bradford MBTA commuter rail station. While there may be several bidders for this property, it is likely that some sort of housing development will be sited here, as new zoning now allows. The redevelopment of this site will address numerous goals including low-moderate housing, creation of parkland, economic development and possibly job creation. Previous 2013 bids were rejected for this site and the RFP was revamped.

Portland Street Park is a city-owned neighborhood park in the Acre that is badly in need of improvements to its basketball hoops, playing surface, fencing, playground, lawn and swing sets. Assisting local civic group Team Haverhill in renovating this park will constitute a major Low-Mod Area park improvement.

G.A.R. Park, adjacent to the Citizens Center, is the target of a renovation from the 'Our Common Backyards' initiative. This area on the edge of downtown needs modernized amenities such a playground, flatter open space and less pavement in order to create a true destination for neighborhood families and as a public gathering spot. This project would also add a seasonal skating rink.

Redevelopment of the Winter Street School by the Planning Office for Urban Affairs is a major ongoing initiative for the upcoming year. This project will convert a vacant former city school building into 12 units of new affordable housing (3 two-bedroom and 9 one-bedroom apartments). This project was one of the prime sources of HOME funds over the past year. This property will help address a major Low-Mod Housing priority.

The new Slavit Memorial Docks behind Washington Street in Downtown Haverhill are a new accessible resource to get people onto the Merrimack River and to increase boat traffic and tourism Downtown.

Another major quality of life improvement for the Downtown is the expansion of the Downtown Merrimack River Boardwalk. Design plans are expected to be completed this year to expand the boardwalk as a complement to the completion of raising of the floodwall behind Merrimack Street. The survey, design and construction of the boardwalk atop the floodwall constitutes one of the city's most challenging and transformative public works projects. The Boardwalk expansion is a lynchpin to Harbor Place, a major transformative redevelopment that will promote housing, economic development, education and training, jobs and tourism. It represents the highest development priority project for the City in the upcoming year.

Renovation of the Citizens Center to a more energy-efficient, safe and stable structure, free from water and air intrusion, will also represent progress towards achieving the goals of the plan, given the populations that rely on the services provided from that building (seniors, veterans, homeless, youth).

Pentucket Lake School and Silver Hill School will be used as distribution sites by Elder Services of the Merrimack Valley for their Elder Brown Bag grocery program, which enhances food security through the donation of non-perishable



groceries to city seniors. This program has expanded through private funding through the local Wadleigh Foundation. The Cogswell and Smiley Schools and the Phoenix House are all Haverhill Public School-owned facilities that have been surplus and may be re-bid, possibly leading to the creation of new housing.

Discussion

CDBG funds are currently being used for a separate \$4 million MassWorks Infrastructure grant for the Merrimack Street area, including final design of the Merrimack Riverwalk. Along with a previous \$1.2 million grant, these combined \$10.2 million in MassWorks grants over 3 years are transforming the failed and largely underutilized eastern end of Downtown Haverhill along Merrimack Street, which was devastated by Urban Renewal decades ago. This initiative includes the demolition of the long-vacant Woolworth's store, the former Newman Furniture Building and the 6-story Ocasio Building. At this site will rise Harbor Place, two towers along a riverfront plaza filled with mixed income housing (including 50 units of HOME-assisted affordable units), retail, restaurants, offices and a satellite campus for the University of Massachusetts-Lowell.

Low, qualified vendors from the City's Department of Public Works' bid lists perform the CDD's Public Improvement work, specifically sidewalk installation and/or street improvements. This CDBG-funded Public Improvement work leverages \$1,501,606 in the City Highway Department's Chapter 90 (State transportation) funds. In some cases, Chapter 90 work funds improvements in the CDBG Target Area; in other cases, the improvements are CDBG-funded.

The City still hopes to add a new state grant-funded septic pump-out facility on the Merrimack, the most upriver facility of its kind. The goal of providing safe and clean living conditions for those along the River is an important goal.

Annual Goals and Objectives

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

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Maintain and Preserve Housing Stock	2010	2015	Affordable Housing Non-Homeless Special Needs	CDBG Target Area/ citywide economic benefit	Decent Housing - Maintain & Preserve Present Stock	CDBG: \$385,500	Rental units rehabilitated: 6 Household Housing Unit Homeowner Housing Rehabilitated: 60 Household Housing Unit Other: 3 Other
2	Increase Type and Supply of Affordable Housing	2010	2015	Affordable Housing Public Housing	citywide economic benefit	Expand Supply/ Type of Affordable Housing	CDBG: \$349,601	Rental units constructed: 48 Household Housing Unit Rental units rehabilitated: 9 Household Housing Unit Homeowner Housing Rehabilitated: 36 Household Housing Unit Direct Financial Assistance to Homebuyers: 4



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								Households Assisted Jobs created/retained: 170 Jobs Businesses assisted: 5 Businesses Assisted Housing for Homeless added: 3 Household Housing Unit Buildings Demolished: 6 Buildings
3	Provide Basic Shelter + Services for Homeless	2010	2015	Homeless	CDBG target area/ citywide economic benefit	Provide Basic Shelter and Services for Homeless	CDBG: \$20,000	Public service activities other than Low/Moderate Income Housing Benefit: 686 Persons Assisted Rental units constructed: 3 Household Housing Unit Rental units rehabilitated: 9 Household Housing Unit Tenant-based rental assistance / Rapid Rehousing: 6 Households Assisted Homeless Person Overnight Shelter: 25 Persons Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 1 Beds Jobs created/retained: 2 Jobs Housing for Homeless added: 3 Household Housing Unit Other: 2 Other
4	Make Neighbor hood Improvem ents	2010	2015	Affordable Housing Non- Homeless Special Needs Non- Housing Community Development	CDBG target area	Improve Quality of Life via Public Improvements	CDBG: \$372,070	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 250 Persons Assisted Buildings Demolished: 5 Buildings Housing Code



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								Enforcement/Foreclosed Property Care: 75 Household Housing Unit
5	Provide Social Services	2010	2015	Homeless Non- Homeless Special Needs Non- Housing Community Development	CDBG target area	Improve Lives by Promoting Social Services	CDBG: \$112,500	Public service activities other than Low/Moderate Income Housing Benefit: 1821 Persons Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 1 Beds Homelessness Prevention: 1431 Persons Assisted Jobs created/retained: 2 Jobs
6	Promote Economic Developm ent	2010	2015	Non- Housing Community Development	citywide economic benefit	Promoting Economic Development & Opportunity	CDBG: \$60,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 40 Persons Assisted Facade treatment/business building rehabilitation: 1 Business Brownfield acres remediated: 1 Acre Jobs created/retained: 5 Jobs Businesses assisted: 25 Businesses Assisted

Table 6 – Goals Summary



Goal Descriptions

1	Goal Name	Maintain and Preserve Housing Stock
	Goal Description	<p>This goal will be accomplished primarily through the Housing Rehabilitation and Code Correction Program (HRCCP). Through the HRCC program, code deficiencies in the housing stock will be addressed for homeowners least able to address these issues. The goal is to eliminate code deficiencies in at least 36 units of low-to-moderate income owner-occupied housing, with a handful of multi-family properties included. The aim is to improve the city's housing stock, especially in the inner city CDBG Target Area of Haverhill.</p> <p>Activities to address this goal include: lead-based paint abatement activities; rehabilitation of structures for homeless and special needs populations; referrals to energy-efficiency and heating-efficiency improvements programs.</p> <p>30 units of elderly housing will be impacted by building wide improvements to the Stevens-Bennett Home for Ladies.</p> <p>"Other" activities include at least 3 properties that will be fully de-leaded this upcoming program year.</p>
2	Goal Name	Increase Type and Supply of Affordable Housing
	Goal Description	<p>This goal will be largely achieved through the City's discretionary use of HOME funds. The City, through its local HOME funding, has a goal for the upcoming year of providing 45 new units of affordable housing to be filled by low-to-moderate income families. This figure does not include the 36 or so units that is a goal for housing rehabilitation efforts. City funds will support the following developments (primarily through local HOME funds):</p> <ul style="list-style-type: none"> -Winter Street School redevelopment by Planning Office for Urban Affairs -12 units of affordable housing (11 units through HOME funds) -Mount Washington Homeless Veterans Supportive Housing by Veterans Northeast Outreach Center and the Coalition for a Better Acre (27 units of housing for homeless veterans-- 18 from the redevelopment of the former St. Rita's Church parking lot on Reed Street, 6 units from an abandoned lot at 74 Temple Street, plus 3 units from a vacant lot on Tremont Street.) -Tenney Place development-- a 144 unit clustered apartment complex proposed for west Haverhill that will feature at least 36 affordable units; -YWCA women's transitional/crisis housing atop its building on Winter Street (8-10 projected units); <p>Other projects that are possible developments are not yet included in the Plan as it is not known if they will come to fruition.</p> <p>This goal also incorporates activities that:</p> <ul style="list-style-type: none"> -directly assist low-to-moderate income first-time homebuyers who wish to reside in the CDBG Target Area; at least 4 are budgeted to receive up to \$6500 in assistance this year; -provide emergency assistance for a rent-paying household affected by a fire or other calamity not of their doing so they can relocate into another comparable unit with first and last month's deposit assistance;
3	Goal Name	Provide Basic Shelter + Services for Homeless
	Goal Description	<p>This goal includes: providing secure overnight and emergency shelter; improving outreach and access to supportive services; increasing coordination among local resource providers; tracking homeless individuals through HMIS; identifying and addressing the needs of unaccompanied youth; stabilizing the number of individuals and households to prevent them from becoming homeless; reducing the number of individuals who are hungry and without shelter; and increasing the number of individuals completing job training programs.</p>



4	Goal Name	Make Neighborhood Improvements
	Goal Description	<p>This includes public improvements in chronically disinvested inner-city CDBG Target Area neighborhoods. Improvements include drainage, sewers, street paving, sidewalks, lighting, shade trees, street repaving, including ADA-standard curb cuts, ramps and facilities. Actions to achieve this goal include neighborhood park improvements and renovations, playgrounds and recreational amenities that improve the lives of youth in the Target Area, especially as it relates to health and wellness.</p> <p>Some of the most tangible neighborhood improvements include dealing with blighted, vacant, abandoned, derelict and distressed properties. As a corollary to this, there is a need to identify, prevent and reduce foreclosures, especially in the inner city CDBG Target Area.</p>
5	Goal Name	Provide Social Services
	Goal Description	<p>This purpose of this goal is simply to provide help to those who truly need it. Some of the ways this goal can be achieved are to improve outreach and access to supportive services for the impoverished and homeless, to increase coordination among the city's resource providers, to increase access to child care and transportation services, to increase job training completion, to reduce gang activities, and to provide informational resources on housing and supportive services offered in the community. This goal also incorporates the provision of heating assistance to those households below the poverty line.</p>
6	Goal Name	Promote Economic Development
	Goal Description	<p>This goal is all about increasing employment in the community, especially among low-income and low-skilled sectors within the city. Activities to support this goal include assisting microenterprises to create jobs, providing facade improvement for downtown commercial storefronts, creating business improvement districts or targeted zones, and deterring risks from brownfields. This goal can also include providing sectorial support to artists, creative entrepreneurs and non-profits in the community.</p>

Table 7 – Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

The City seeks to provide affordable housing for 88 low-to-moderate income families over the upcoming year, with the projects described in the Plan that are funded with HOME funds.

Another facet of the Plan is to maintain, preserve and bring up to Code standards 36 units of housing for incumbent low-to-moderate income homeowners, including some multi-family unit properties.

Other activities are largely geared around providing support services, quality living environments or other benefits for low-to-moderate income people or populations.

AP-35 Projects – 91.220(d)

Introduction

There are many facets and project components that comprise the City of Haverhill's Annual Community Development Plan. All of these correspond to the Five-Year 2010-2015 Consolidated Plan, but each year's focus varies based upon shifting community needs and economic conditions.



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The largest project component remains what has traditionally been the city's hallmark CDBG-funded effort, our Housing Rehabilitation activities for single- and multi-family units. Together with Rehab Administration, these projects account for \$362,000 or 41% of the City's CDBG allotment for the 2014 Program Year.

Total activities within the Project of Public Services are capped at 15% or \$132,500.

General Administration, which includes some important Planning activities, is a Project category capped at 20% or \$176,887.

A notable amount of public improvements--all of which will be undertaken within the CDBG Target Area-- will be funded both by drawing down prior years' unspent funds, in addition to the budgeted allotment of \$53,500 from PY14 funds. This figure represents 6% of this year's federal funding allocation, but would represent a greater use of overall CDBG funds as prior year's funds are expended.

Funds continue to be allocated to further Economic Development efforts, although the activities have varied throughout the Consolidated Plan with the changing economy. This Project is budgeted for \$35,000, including Facade Improvement Program funding and support for microenterprises that may require start-up assistance. This project would consume less than 4% of the City's CDBG annual award.

Meanwhile, the amount of funds being used on Code Enforcement activities within the CDBG Target Area remains important, critically-needed and substantial. However, due to the City's improved financial condition and personnel reforms and efficiencies within the City's Health and Inspectional Services Department, the amount of CDBG support for this project continues to decrease (down to \$58,570 or 6.6% of this year's CDBG award).

With a renewed municipal focus on redressing abandoned and distressed properties due to foreclosure, there is a need to budget additional amounts for Demolition and Boarding ('Clearance') activities. This year's Plan adds more money to a category that was often only a placeholder, reserving \$40,000, constituting 4.5% of this year's budget.

The renewed project focus remains First-Time Home Buyer (FTHB) activity. This effort reflects a greater impetus to increase homeowner occupancy rates in certain inner-city neighborhoods. Shifting FTHB activity onto the CDBG budget has been an effect of large cuts in HOME funding, which previously was largely responsible for the program. This City's program provides income-eligible homebuyers with up to \$6,500 in closing costs or downpayment assistance, provided they are purchasing a property that meets code and that the homebuyers have completed a certified homeowner educational course. This project is slated for \$26,000, estimating 4 homebuyers at \$6500 apiece. This Project represents a small (less than 3%) but growing part of the City's CDBG-funded offerings.

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

The largest projects involve home rehabilitation activities and public improvements, most notably renovations to inner-city neighborhood parks. These represent significant funding priorities. In terms of housing rehabilitation, the City's 5-Year Consolidated Plan identifies the upkeep of the City's old inner-city housing stock as its paramount goal.

Public improvements in long-neglected and disinvested inner city neighborhoods represent a key way to provide suitable living environments, which is another high priority goal.

This Plan also continues recent shifts in terms of increasing priority being given to certain economic development and first-time homebuyer assistance, in order to promote entrepreneurialism, job growth, commercial activity, as well as homeownership/ owner-occupancy in inner-city neighborhoods.

Other projects, such as Public Services and Administration, are capped statutorily.



The obstacles to addressing these needs are several, the greatest of these obstacles being related to federal fiscal uncertainty. The City's debt, largely from the former Hale Hospital fiscal collapse and sale conditions, affects the ability of the city to address certain infrastructure needs on its own. This places great strain on state's Chapter 90 funding for road and sidewalk repair. This debt and fiscal pressures have strained the City's ability to maintain resources. These same federal, state and local fiscal restrictions obviously impose great challenges and obstacles for those providing public services under CDBG as well. The recession negatively affected the resources of these providers, but only increased the demand for the services they provide.

The foreclosure epidemic-- Haverhill was in the top 10 communities in the Commonwealth for foreclosures despite being 15th in population-- has created a number of vacant properties that pull resources away from rehab possibilities while adding code enforcement costs and demands. Meanwhile, the costs of building materials, especially petroleum-related products such as roofing tiles, have skyrocketed in recent years. Along with more demanding housing code standards, these dynamics have limited the ability to undertake a large number of rehabilitation projects. Simultaneously, the after-effects of the housing crisis and foreclosure epidemic have increased prospective demolition costs.

Lead-based paint rules create numerous obstacles for rehab programs, further adding costs and delays to the projects while lead is assessed and potentially remediated. Oftentimes, lead regulations frame the outcomes and budgets of the projects. A property with high potential lead cost is less likely to receive assistance, due to practical budgetary concerns.

Another obstacle is that Davis-Bacon regulations make facade improvement much less cost-effective for property owners, and often deters property owners from using this CDBG-funded economic development assistance. The demands for fire sprinklers or elevators in some downtown buildings have definitely discouraged the development of more housing or additional job growth.

Another obstacle is that many banks or mortgage providers do not want their clients to participate in a first-time homebuyer program with any other entity, especially a public program that will also have a lien on the property.

Many potential non-profit sub-recipients are choosing not to do so with public funds given the bureaucratic processes or increasing auditing requirements. The costs and expense associated with obtaining a 501c3 status are very difficult for small non-profits to absorb, despite the advantages.

The City is determined to pursue and add other resources to help address these challenges and obstacles to underserved needs.



Projects

#	Project Name
1	General Administration
2	Rehabilitation Administration
3	Code Enforcement
4	Public Improvements & Facilities
5	Single Family Rehabilitation
6	Multi-Unit Rehabilitation
7	Public Services
8	Demolition
9	Economic Development
10	First-Time Homebuyer Assistance

Table 8 – Project Information

AP-38 Projects Summary

Project Summary Information

1	Project Name	General Administration
	Target Area	CDBG Target Area citywide economic benefit
	Goals Supported	Maintain and Preserve Housing Stock Increase Type and Supply of Affordable Housing Provide Basic Shelter + Services for Homeless Make Neighborhood Improvements Provide Social Services Promote Economic Development
	Needs Addressed	Decent Housing - Maintain & Preserve Present Stock Expand Supply/Type of Affordable Housing Provide Basic Shelter and Services for Homeless Improve Quality of Life via Public Improvements Improve Lives by Promoting Social Services Promoting Economic Development & Opportunity
	Funding	CDBG: \$180,927
	Description	Program Administration and Salaries and supplies of Professional Community Development Department Staff
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	In addition to Program Administration, this activity also involves direct contact with scores of individuals who contact the Community Development Office at City Hall seeking assistance with general housing and neighborhood concerns. The referrals and advice given by Community



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		Development staff do not reflect as figures in a CAPER or anywhere else, but this constituent service and interaction remains a noteworthy example of Administrative funds.
	Location Description	
	Planned Activities	<p>Planned Activities include the following:</p> <ul style="list-style-type: none"> -Program Administration -Staff Salaries -Administrative Supplies/Equipment -Subscriptions -Public Notices -Staff Training and Development, including Mass Housing Partnership Conferences, DHCD conferences, as well as National Community Development Association (NCDA) membership, conferences and events -HUD trainings, meetings and webinars -Subrecipient audit oversight-- the CDD has hired the city's outside auditors at Giusti and Hingston & Co. to review the audits that the various CDBG-funded subrecipients submit on an yearly basis for any 'red flags' or discrepancies -Support of City's internal audit (Giusti and Hingston) including budgets, operations and fiscal control of CDBG and other city funds; -Planning activities that promote economic development and quality of life for the CDBG Target Area, including: <ul style="list-style-type: none"> ---Downtown parking plan revisions (from John M. Burke, P.E., Parking, Transit & Downtown Development Consulting)- this is needed to support that changes that the Harbor Place development will bring to the eastern end of Downtown; ---Zoning reform and development overlay district consulting (McClure Planning); ---Real estate and economic development listings/updates (Co-Star subscription) ---Update of Analysis of Impediments to Fair Housing-- Updating this outdated (early 2000s) report is proposed for the upcoming Program Year, ideally in concert with other regional entities so as to minimize costs. The expense of one community undertaking this study is exorbitant given the new fiscal realities. The City has been engaged with other neighboring communities within the Merrimack Valley Planning Commission's (MVPC) district to jointly hire MVPC to lead such a study at a regional level. The North Shore HOME Consortium may also seek to update their AI report for its 30 communities; again, cost will be a serious factor for them as well.
2	Project Name	Rehabilitation Administration
	Target Area	CDBG Target Area citywide economic benefit
	Goals Supported	Maintain and Preserve Housing Stock Increase Type and Supply of Affordable Housing Provide Basic Shelter + Services for Homeless
	Needs Addressed	Decent Housing - Maintain & Preserve Present Stock Expand Supply/Type of Affordable Housing Provide Basic Shelter and Services for Homeless
	Funding	CDBG: \$99,000
	Description	Supplies, Training and Professional Salaries to Administer the Housing Rehabilitation Programs of the CDD



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	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	The Housing Rehabilitation and Code Correction Program is estimated to correct housing code deficiencies affecting 25 housing units for 25 separate households in this upcoming Program Year. It is estimated that 11 family households will be referred to Rebuilding Together. In addition, Housing Rehab Administrative activities will assist the production of new units of housing as well at Veterans Northeast Mount Washington project, Tenney Place and Harbor Place, which will create 103 new units of housing for families.
	Location Description	Most, if not all, of this activity will take place within the CDBG Target Area
	Planned Activities	Housing Rehabilitation Staff and support staff salaries Housing Rehabilitation Administration supplies Oversight and direct management of the largest CDBG-funded program, the Housing Rehabilitation and Code Correction Program; Coordination of local applications to State's 'Get the Lead Out' program; Referrals to ACTION, Inc. for energy efficiency measures for housing; Referrals to Rebuilding Together for applicable and relevant housing rehab projects Processing of applications for First Time Homebuyer activities
3	Project Name	Code Enforcement
	Target Area	CDBG Target Area
	Goals Supported	Maintain and Preserve Housing Stock Make Neighborhood Improvements
	Needs Addressed	Decent Housing - Maintain & Preserve Present Stock
	Funding	CDBG: \$58,570
	Description	Enforcement of Health, Sanitary (Trash) and Building Safety Code standards in the CDBG Target Area.
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Code enforcement officials visit 6-8 properties a day on average every day. At least 3,000 properties are estimated to be inspected through CDBG-funded activities, although the actual number may be much higher. A decent percentage of these visits are not housing units, but rather commercial properties; however, the majority of these code visits are residences.
	Location Description	90% or more of all activities funded by CDBG Code Improvement will occur inside the CDBG Target Area. The rare exceptions will occur on a spot blight basis.
	Planned Activities	Code enforcement activities include monitoring the neighborhoods of the CDBG Target Area and responding to neighborhood complaints, regarding violations of health, sanitary (trash) and building codes. These activities include: inspections of rental housing units; preparation of cases and complaints before the Housing Court; inspections of food establishments; new housing inspections; trash inspections; swimming pool inspections; animal complaints; building code violations; permit verification; identifying abandoned housing; business occupancies; and, other follow-up activity regarding public health issues. This year features CDBG-funded Code Enforcement as part of a more comprehensive Code Team approach which deploys Fire, Police, Building Inspection and Health officials together in a



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		coordinated sweep of problematic properties, often in response to multiple complaints or a criminal activity at the address.
4	Project Name	Public Improvements & Facilities
	Target Area	CDBG Target Area
	Goals Supported	Make Neighborhood Improvements Promote Economic Development
	Needs Addressed	Improve Quality of Life via Public Improvements Promoting Economic Development & Opportunity
	Funding	CDBG: \$233,500
	Description	Public Improvements, including street repaving, sidewalk repair, street lighting installation, installation of street trees, curb cuts and ADA ramps, water/sewer line repairs in public areas, renovations to neighborhood parks and playgrounds, installation of benches, trash barrels and picnic tables, street scape activities around public facilities and parking garages.
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	This activity will improve the lives of thousands of individuals who live, work or travel through the CDBG Target Area.
	Location Description	These activities will occur in the CDBG Target Area, including: -GAR Park (Main Street at Winter Street) -Swasey Field (Blaisdell Street) -Merrimack Street Parking Garage -River Street @ Beach Street -River Street Community Garden -Harrison Street Community Garden -lower 8th Avenue -Bellevue Avenue -Washington Street (Downtown) -Washington Street at High Street (Currier Square) -Washington Street (near Consentino School and Julian Steele Public Housing Complex) -Portland Street by Park -Boston Street (near Tilton School) -lower Essex Street (bump out by restaurants)
	Planned Activities	Planned Public Improvement Activities for Program Year 2014 include the following investments: - <u>GAR Park Improvements</u> : This project is mainly funded by a \$200,000 'Our Common Backyards' grant from the Massachusetts Division of Conservation Services (DCS). It will create a new playground structure on Grand Army of the Republic (GAR) Park, the largest green space nearest Downtown Haverhill. The project will also add trees and flower beds, re-grade in front of the existing bandstand, allowing for winter skating. \$50,000 in CDBG funds will match the grant, providing new benches, curb cuts and asphalt removal; - <u>Swasey Field</u> : Phase II of the project will replace the basketball court, two Little League diamonds, add a pedestrian walking trail around the park, restore the sledding hill and irrigate new turf. The project is the subject of a \$612,000 Gateway Cities Park Grant from the Massachusetts Office of



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		<p>Energy and Environmental Affairs, with \$150,000 of the \$288,000 (32%) City match coming from CDBG;</p> <p><u>-Merrimack Street Parking Garage improvements:</u> This project will draw down the remainder of prior-issued municipal bonds to continue renovation of the large 1970's-era garage, especially chipped concrete along upper floor walkways and curb cuts. The project will also add benches, ramps and street trees where practical around the Garage. This work will support the Harbor Place project and its overflow parking needs.</p> <p><u>-River Street Community Garden/ Harrison Street Community Garden:</u> These city-owned community gardens will both receive new benches, planter boxes and waterline extensions where needed. These public gardens provide green space and healthy food options in densely-settled urban areas;</p> <p><u>-Lower 8th Avenue street paving:</u> This would involve street paving in this Acre-area neighborhood;</p> <p><u>-Bellevue Avenue Improvements:</u> This activity involves small sidewalk repairs and planting of shade trees along this urban neighborhood;</p> <p><u>-Washington Street at High Street (Currier Square):</u> The result of CDD-held community meetings, this activity will add trash barrels to a curb cut work atop Mount Washington, so as to prevent ongoing trash issues;</p> <p><u>-Washington Street (near Consentino School and Julian Steele Public Housing Complex):</u> This activity will make sidewalk improvements for children walking to and from the Target Area school; there are plans based on HHA feedback to add a bench for Julian Steele's elderly residents by the Merrimack Valley Regional Transit Authority bus stop;</p> <p><u>-Washington Street (Downtown):</u> this activity would involve repaving of a major arterial in the Downtown</p> <p><u>-Boston Street (near Tilton School):</u> the addition of sidewalks are proposed for this hilly area near the city's only Title 1 school;</p> <p><u>-Portland Street by Park:</u> this activity will repair the concrete sidewalks after the park and playground renovations are complete;</p> <p><u>-River Street @ Beach Street:</u> Sidewalk repairs near the Moody School will be extended;</p> <p><u>-Lower Essex Street:</u> This activity will add a sidewalk 'bump-out' by two restaurant in the same building, so as to promote sidewalk dining, which has been very successful in other parts of Downtown;</p>
5	Project Name	Single Family Rehabilitation
	Target Area	CDBG Target Area citywide economic benefit
	Goals Supported	Maintain and Preserve Housing Stock
	Needs Addressed	Decent Housing - Maintain & Preserve Present Stock
	Funding	CDBG: \$230,500
	Description	Rehabilitation of Single Family Homes, addressing outstanding Code deficiencies
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 30 families will benefit from single-family home rehabilitation through this Project. Around 10-11 will benefit through the Rebuilding Together program, with 19-20 receiving benefits from the Housing Rehabilitation and Code Correction Program (HRCCP).



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	Location Description	<p>Most, if not all, HRCCP activities will occur inside the CDBG Target Area, although not required as Low-Moderate Income Housing Rehabilitation projects. This decision to focus resources on the Target Area meet local Plan priorities and provide the greatest impact to the inner city where such housing rehabilitation is most needed.</p> <p>Rebuilding Together, an organized network of volunteer professional contractors who dedicate one day each year, will primarily undertake projects outside of the Target Area and all around the City.</p>
	Planned Activities	<p>Applications are being given out routinely and referrals are made by various entities, subrecipients, CAAB members, housing inspectors and realtors.</p> <p>The HRCCP can do a variety of projects on a case-by-case basis as determined by Housing Quality Standards including: replacement of private water and sewer systems; repair or replacement of inefficient or dangerous heating systems; repair or upgrading of electrical systems and fixtures; replacement of defective plumbing, including defective sinks, tubs and toilet facilities; elimination of serious insect or rodent infestations; creation of safe exit ways per fire code; removal of exterior blighting conditions; installation or repair of smoke detectors, carbon monoxide and ionization detectors. The program can remove lead paint hazards, as required by HUD, as funding allows.</p>
6	Project Name	Multi-Unit Rehabilitation
	Target Area	CDBG Target Area
	Goals Supported	<p>Maintain and Preserve Housing Stock</p> <p>Increase Type and Supply of Affordable Housing</p>
	Needs Addressed	<p>Decent Housing - Maintain & Preserve Present Stock</p> <p>Expand Supply/Type of Affordable Housing</p>
	Funding	CDBG: \$180,000
	Description	Rehabilitation of owner-occupied Multi-Unit Housing, to address Code-mandated deficiencies
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	6 projects are estimated to be undertaken over the upcoming year.
	Location Description	These projects will be limited to the CDBG Target Area.
	Planned Activities	<p>Applications are being given out routinely and referrals are made by various entities, subrecipients, CAAB members, housing inspectors and realtors.</p> <p>The HRCCP can do a variety of projects on a case-by-case basis as determined by Housing Quality Standards including: replacement of private water and sewer systems; repair or replacement of inefficient or dangerous heating systems; repair or upgrading of electrical systems and fixtures; replacement of defective plumbing, including defective sinks, tubs and toilet facilities; elimination of serious insect or rodent infestations; creation of safe exit ways per fire code; removal of exterior blighting conditions; installation or repair of smoke detectors, carbon monoxide and ionization detectors. The program can remove lead paint hazards, as required by HUD, as funding allows.</p>
7	Project Name	Public Services
	Target Area	<p>CDBG Target Area</p> <p>citywide economic benefit</p>



Goals Supported	Increase Type and Supply of Affordable Housing Provide Basic Shelter + Services for Homeless Provide Social Services
Needs Addressed	Expand Supply/Type of Affordable Housing Provide Basic Shelter and Services for Homeless Improve Lives by Promoting Social Services Promoting Economic Development & Opportunity
Funding	CDBG: \$132,695
Description	Public services providing direct assistance and basic necessities to low-to-moderate income residents
Target Date	6/30/2015
Estimate the number and type of families that will benefit from the proposed activities	Based on contracted agreements with subrecipients, the Community Development Department estimates that 1,821 unduplicated needy low-income individuals will be served through these 15 different and varied activities.
Location Description	<p>These activities will be focused very heavily in the CDBG Target Area, which comprises the largest percentages and amounts of low-to-moderate income individuals and households. A vast percentage of this activity will occur in the Acre neighborhood. However, residents from all over the City who are low-income are welcome to receive this assistance.</p> <p>Service locations include:</p> <p>Mitch's Place is at 127 How Street (Lower Acre);</p> <p>Open Hand Pantry and Homeless Drop-In Center both operate out of the basement of the Universalist Unitarian Church at 16 Ashland Street-- (Lower Acre/Highlands);</p> <p>Heating assistance is city wide;</p> <p>Veterans' Employment Services are provided at Career Resources Corporation's center at 22 Parkridge Road in Ward Hill and on-the-job sites;</p> <p>YMCA's Teen Center is on 81 Winter Street (Lower Acre);</p> <p>Open Hearts Ministry is run out of the First Baptist Church at 217 Main Street (Lower Acre/Highlands);</p> <p>The Boys' and Girls' Club operates out of 55 Emerson Street (Downtown);</p> <p>St. Vincent DePaul operates out of the St. James Rectory on 9 Cottage Street (Lower Acre), but serves around the City;</p> <p>Salvation Army's Meals Program operates out of its center at 395 Main Street (Acre);</p> <p>The Community Meals Program operates out of the Haverhill Citizens Center, and serves meals there at 10 Welcome Street or outside in adjacent GAR Park when weather permits. Both the Citizens Center and GAR Park are undergoing renovations that are supported by larger federal and state grants being matched by CDBG, but logistics should still work out for this volunteer-led meals program;</p> <p>The Pregnancy Care Center operates out of its facility on 496 Main Street (Acre);</p> <p>Team Coordinating Agency and the Haverhill Boxing Club will operate out of the Mount Washington neighborhood at a location to be determined;</p> <p>Community Policing is centered on Mount Washington and Acre neighborhoods that crime data reveal to be 'hot spots;'</p>
Planned Activities	The Public Services that will be provided to low-income and needy residents address a variety of basic needs, as planned by the Community Affairs Advisory Board. These activities include:



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		<p>-Mitch's Place homeless shelter, operated by Emmaus Inc.-- \$7,000 to serve 25 homeless individuals;</p> <p>-Open Hand Pantry, operated by St. James + St. John's Parishes-- \$8,000 to provide food pantry services to 80 unduplicated individuals;</p> <p>-Heating (Fuel) Assistance, operated by Community Action, Inc.-- \$33,000 to provide fuel assistance to 79 individuals during the winter;</p> <p>-Homeless Drop-In Center, also operated by Community Action-- \$8,000 to provide breakfast, bagged lunches, personal care and companionship to 80 or so homeless during the morning hours;</p> <p>-Veterans' Employment Services, operated by Career Resources Corporation in conjunction with Veterans Northeast Outreach Center-- \$5,000 to provide specialized and intensive job training assistance to 2 brain-injured or traumatized veterans;</p> <p>-Teen Services Program, operated by the YMCA of the North Shore-- \$5,000 to provide after school programming and healthy activities and meals to 31 or more teens from low-income backgrounds;</p> <p>-Social Outreach Program, sponsored by Open Hearts Ministry out of the First Baptist Church-- \$5,000 to provide meals, clothing, household items and sundries to 125 needy, homeless or very-low income individuals;</p> <p>-Academic Success Initiative, sponsored by the Haverhill Boys and Girls Club-- \$5,000 to provide after school programming, homework assistance, counseling and fitness to 18 school-age children from low-income households;</p> <p>-Rent and Utility Assistance, sponsored by the St. James Parish's Society of St. Vincent DePaul-- \$6,000 to provide utility assistance, spot rental assistance, clothing and other assistance to very low income renters;</p> <p>-Congregate Feeding program, operated by Salvation Army-- \$25,000 for one of the largest meals programs for low-income or homeless walk-ins, feeding and serving over 1,167 separate individuals over the upcoming year;</p> <p>-Community Meals, operated by Don Herook and sponsored by the Haverhill Citizens Center-- \$5,000 to provide gourmet meals to 150 homeless and street people out of the Citizens Center or adjacent G.A.R. Park;</p> <p>-Mother/Child Food and Clothing program, operated by the Pregnancy Care Center-- \$8,000 to provide 20 pregnant and newly parenting young women with nutrition, formula, clothing, toiletries, baby toys, counseling, support and other items;</p> <p>-Boxing Club, sponsored by Team Coordinating Agency and the Haverhill Boxing Club-- \$5,000 to support development of an after-school club that works and trains street youth and ex-gang members in the Mount Washington neighborhood;</p> <p>-Community Police, sponsored by the Haverhill Police Department's Street Crimes unit-- \$7,500 for dedicated street (foot and bike) patrols in areas of the Acre and Mount Washington as determined by crime data and statistics;</p> <p>-Meals for Frail Elders, operated by Bethany Community Services-- this program, which provides hot meals, companionship and check-ups for elderly shut-ins in the Downtown elder complexes, has not been funded at this point. However, this program could possibly receive support from remaining funds.</p>
8	Project Name	Demolition
	Target Area	CDBG Target Area citywide economic benefit
	Goals Supported	Make Neighborhood Improvements



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	Needs Addressed	Improve Quality of Life via Public Improvements
	Funding	CDBG: \$80,000
	Description	Demolition of Condemned properties
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Demolition of dilapidated vacant properties improves the property values, public health and safety for abutters. It is estimated that 2 properties may need to be demolished with CDBG funds this upcoming year, as part of the City's effort to combat distressed vacant and abandoned properties. At least 8 families (on all four sides) of these properties will benefit when demolition occurs.
	Location Description	Unknown, but a demolition list including 9 South Lincoln Street, 2 Tyler Avenue, 5 Cypress Street and multiple sites on Harrison Street have been proposed. Major demolition of the former Woolworth's Building, former Newman's Furniture Building, Ocasio Building and other Urban Renewal-era properties will be demolished this year along lower Merrimack Street, in order to make way for the transformative Harbor Place mixed used complex. However, this project will use Mass Works funds rather than CDBG funds for actual demolition.
	Planned Activities	Any demolition is the result of a lengthy investigatory process by the City's Health and Inspectional Services Department. A checklist of items, including hazardous materials assessment and abatement, utility removal, rodent extermination, safety checks and other measures must be completed prior to any demolition, so as to protect the public health and safety. This project also includes emergency boarding of vacant properties that are open to intrusion and threaten public safety due to fire or health risks.
9	Project Name	Economic Development
	Target Area	CDBG Target Area citywide economic benefit
	Goals Supported	Promote Economic Development
	Needs Addressed	Promoting Economic Development & Opportunity
	Funding	CDBG: \$60,000
	Description	Economic Development Activities
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	Economic Development Assistance is intended to impact businesses far more than families;
	Location Description	Facade Improvement activities would be limited to the Downtown, or selected Target Area neighborhoods; other activities are citywide. The Microenterprise center at the Burgess Business Center (145 Essex Street) in Downtown Haverhill may produce possible underwriting opportunities;
	Planned Activities	\$25,000 in CDBG Economic Development funds are reserved for Facade Improvement for the exterior street-fronts of commercial buildings in the Downtown. The City's program provides up to \$25,000 in loans for exterior facelifts, payable after 10 years at 1% interest. Federally-required



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		<p>Davis-Bacon rates have detracted many businesses and property owners from participating in this program. It is anticipated that one such facade improvement program will be undertaken in the upcoming Program Year. There remain some unused facade improvement program funds from last year as well.</p> <p>\$2,500 in funds are reserved for financial support, such as emergency bridge loans, for microenterprises to stay in business and retain jobs, if needed, while they secure other funding. The City is trying to encourage microenterprises to locate and grow in Haverhill, with its very competitive and plentiful industrial space. The Burgess Business Center, with its shared space and shared costs, is luring sole professionals out of their homes and garages and into flex spaces where they can properly grow and eventually add jobs.</p> <p>\$7,500 is slated for Economic Development Planning activities that may arise, such as inventories of local economic factors, available commercial and industrial space, rental rates, and employment conditions. One of the impacts of the City's lingering debt issues is how it decimated the city's economic planning infrastructure. These funds would only be used as a last resort and with the economic development goals of the Plan in mind.</p> <p>The City is home to a number of growing and successful food production companies. Given its five highway exits and easy transportation access north west and south, its affordable and plentiful industrial spaces and available manufacturing workforce, Haverhill has attracted a number of food producers. These large employers include Cedar's Mediterranean Foods, Hans Kissle, Pepsi, Joseph's Pasta (Buitoni), General Mills, Fantini Bakery and others. The City also boasts a prominent restaurant district downtown.</p> <p>Despite these factors, there is a dearth of training center for this workforce, which has been noted by these employers. There may be possibilities of adding a food production training center or commercial test kitchen to downtown or elsewhere in the city, as part of a larger housing project or otherwise. If this does occur, CDBG Economic Development funds may be used to underwrite such a facility. The Community Development Department is working with the Economic Development Department to try to bring such a badly-needed workforce facility to fruition.</p>
10	Project Name	First-Time Homebuyer Assistance
	Target Area	CDBG Target Area
	Goals Supported	Maintain and Preserve Housing Stock Increase Type and Supply of Affordable Housing Make Neighborhood Improvements
	Needs Addressed	Decent Housing - Maintain & Preserve Present Stock Expand Supply/Type of Affordable Housing
	Funding	CDBG: \$45,500
	Description	Direct down payment and/or closing cost assistance to qualified first-time homebuyers who have completed a First-Time Homebuyer training seminar and are willing to purchase a home in a Target Area neighborhood with low owner-occupancy rates.
	Target Date	6/30/2015
	Estimate the number and type of families that will benefit from the proposed activities	This project is estimated to help 4-6 families become new homeowners over the upcoming year. Some local HOME funds could also support this activity. This activity helps provide the classis 'American Dream' to families needing gap financing.



	Location Description	As the City is seeking to encourage owner-occupancy, especially in the inner city of Haverhill, the Community Development Department is limiting First Time Homebuyer Assistance to the CDBG Target Area. This policy directive provides tremendous return on investment, as owner-occupants are obviously incentivized to care for their properties and their neighbors far more than typical investor-owned situations. The Acre, Highlands, Hildale and Mount Washington Areas still could use higher owner-occupancy rates to improve the quality of life in these areas.
	Planned Activities	This activity will provide prospective First-Time Home Buyers with up to \$6,500 for closing costs and/or downpayment assistance towards the purchase of a residence in the CDBG Target Area. First Time Home Buyers are still eligible to participate in the Housing Rehabilitation and Code Correction Program as well. FTHB Applicants must have completed a certified FTHB training course offered by Mass Housing Partnership and affiliated agencies such as Community Action (held at Presidential Gardens in Bradford), Lawrence CommunityWorks, Merrimack Valley Housing Project in Lowell or other agencies. The loan amortizes after 5 years down to zero. If the FTHB owner-occupant sells or rents out the property prior to 5 years, then there is a scalable payback. This promotes long-term homeownership and neighbor stabilization.

AP-50 Geographic Distribution – 91.220(f)

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

The vast majority of funds will be directed towards the City's Community Development Target Area, a series of census tracts and blocks which incorporates the Acre, the Highlands, Mount Washington, Hildale, Broadway, and Downtown neighborhoods. This includes most or all of census blocks 2601, 2602 (Blocks 1 and 2), 2603, 2606 (Blocks 2 and 3), 2607 (Block 2), 2608 (Blocks 1 and 2) and 2609 (Blocks 2 and 3).

Geographic Distribution

Target Area	Percentage of Funds
CDBG Target Area	90
citywide economic benefit	10

Table 9 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

These census tracts are all areas with 51% or more residents having more low-to-moderate income. These are also some of the most densely populated neighborhoods, with the highest concentration of racial and ethnic minorities, as well as households for whom English is not a first language. The housing stock is traditionally very old in these historic neighborhoods, dating back to the Industrial Revolution which spawned the former shoemaking empire that transformed Haverhill from town to City in the last 1880s.

The CDD's Housing Rehabilitation and First-Time Homebuyer programs have been essentially limited to the CDBG Target Areas in order to maximize impact, preserve the largely century-old housing stock, and increase homeowner occupancy rates in the inner city neighborhoods of the City. Public improvements are strictly limited to these areas, as



well as most of the public services and code enforcement being administered.

Discussion

Most of the Economic Development activity affects downtown Haverhill, which is in the CDBG Target Area, but not exclusively. Again, the goal is to increase jobs and to expand economic development, especially in downtown Haverhill. Some of the City's largest employers are located around Interstate 495 on the outer ring of the city.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Developing affordable housing is a critical goal for the City, as the number below and in the Consolidated Five-Year Plan can attest.

Currently, 9.6% of the City's housing units are considered affordable by the Massachusetts Department of Housing and Community Development (DHCD). The City's paramount housing goal is to exceed the 10% affordability threshold during this upcoming year, which is anticipated. 10% affordable/subsidized housing stock is the goal that the Commonwealth sets for all municipalities under the Chapter 40B housing regulations.

There are a number of exciting housing projects that the City and the CDD have been working diligently to bring to fruition. These include:

-Harbor Place- this transformational project along the Merrimack River will redefine the Merrimack Street corridor. Demolishing several visible vacant stores and dilapidated Urban Renewal-era properties, this mixed-use lifestyle project will incorporate retail, restaurants, offices, a marina, and a satellite campus of the University of Massachusetts as well as mixed-income housing. 40 of the 80 proposed housing units will be HOME assisted/affordable units from both local and regionally competitive funds.

-Tenney Place- This proposed 40B apartment complex in western Haverhill is planning to develop 144 new units, featuring 36 affordable units including 11-HOME funded units.

-3 units of veterans housing by Coalition for a Better Acre (a CDHO) and Veterans Northeast Outreach Center on Tremont Street- this is an expansion of a pre-existing project whose other 24 units were counted in last year's Plan.

-Stevens-Bennett Home renovations- Exterior and interior improvements are being made with HOME and CDBG funds to support the ongoing viability of this 30-unit 1800's-era home for elderly women on fixed incomes. Laundry room plumbing improvements, a new side deck for exercise, ADA ramps and access improvements highlight the scope of this project in PY2014.



There exist other potential projects that could also add to the housing diversity that is so critical to the community, including:

- Possible redevelopment of the Ornstein Heel Factory parcel in Bradford;
- Possible redevelopment of the former Gerson Furniture warehouse;
- Possible repurposing of former Haverhill Paperboard site in Bradford;

All of these projects have the City's new waterfront zoning in common, as former industrial and other obsolete properties are now prime candidates for riverfront redevelopment along the vastly-cleaner Merrimack River amenity.

One Year Goals for the Number of Households to be Supported	
Homeless	10
Non-Homeless	147
Special-Needs	3
Total	160

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	5
The Production of New Units	79
Rehab of Existing Units	75
Acquisition of Existing Units	1
Total	160

Table 11 - One Year Goals for Affordable Housing by Support Type

Discussion

In this upcoming year, the City plans to see completion of two projects previously listed in the PY13 Plan whose units were already counted towards the Goals of last year's plans. These projects have not been listed above so as not to 'double-count' these units. These ongoing projects include:

--Veterans Northeast/Coalition for a Better Acre: 18 units of Single Room Occupancy (SRO) housing for homeless veterans on Reed Street, and 6 units of veterans family housing on a vacant lot at 74 Temple Street; This project has been supplemented by the recent purchase of another vacant lot just a half block from the other project sites on Tremont Street, which will add another 3 units of homeless veterans housing for a total of (18+6+3) 27 newly constructed units over the next year. These 3 additional units were not previously counted towards PY2013 housing goals. This project, which provides support services at the adjacent veterans' campus, has also been awarded state funding from DHCD's One-Stop program. Environmental review for HOME is being completed and 11 months of construction is set to begin in summer 2014.

--Planning Office for Urban Affairs' Winter Street School redevelopment: 12 units of affordable rental housing; 11 of these units will be HOME-assisted, receiving \$60,000 in the City's share of HOME assistance, along with regional competitive HOME funds. This project has also been successful in obtaining over \$750,000 in state historic tax credits.

This site has issues with soil contaminated above reportable concentration limits from old leaky heating oil tanks that have since been removed. In the upcoming Program Year, the City will utilize CDBG funds to conduct a Limited Removal Action on this soil, replacing it with clean fill and a vapor barrier. The goal of this environmental activity is to reach a mitigated Finding of No Significant Impact, certifying that the site is safe for housing. Once this status is



achieved, the sale of the property from the City to the developer will be completed and construction of these all-affordable units will commence, with a 10-month estimated completion.

AP-60 Public Housing – 91.220(h)

Introduction

The City's provider of public housing is the Haverhill Housing Authority (HHA). An independent public agency, HHA maintains approximately 446 units of public subsidized rental housing scattered across the city in several locations, including but not limited to Washington Square, Kennedy Circle, Summer Street/Mount Vernon Street complex, Brookdale, Julian Steele and the Greystone Apartments in Bradford.

HHA is solely a state-supported housing authority. It is not federally chartered. As a result, HHA properties were not eligible during the American Recovery and Reinvestment Act (ARRA) for millions of dollars for housing renovations and upgrades that other authorities received.

At this time, the HHA is operating under a self-described 'maintenance of effort,' and is not actively involved in the production of any additional housing.

With a new director as of March, 2014, HHA is entering a transitional period that is of great interest to the City and particularly those who call the HHA properties home.

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

The City, through its recent HHA board appointees and through more active engagement by the Community Development Department, has been monitoring and working more closely with the HHA over the past few years. This heightened engagement, which originated in a shared, successful Neighborhood Stabilization Program (NSP) initiative during the renovation of the Mount Vernon Street Apartments, has yielded more understanding of the needs related to public housing.

Currently, the HHA is undertaking a significant modernization and maintenance upgrade of its housing stock. The City supports this effort and will seek other funding mechanisms to continue to support these upgrades.

Unfortunately, in this upcoming program year, the City will not be able to significantly fund the modernization of public housing with CDBG funds, which are needed to operate the CDD's own Housing Rehabilitation program for low-to-moderate income homeowners.

The City will be seeking to add HHA properties to its curbside single-stream recycling program. This topic will be a part of the upcoming solid waste contract renewal negotiations. The increased recyclables will generate some minor additional revenue for the City, but more significantly, it would reduce the operating costs of the HHA through reduced trash disposal costs.

The City will renew attempts to get the HHA to join an Energy Services contract (ESCO), which would allow for a greater number of modernizations to be made, payable out of future energy savings and rebates as opposed to cash. The City is undertaking such a contract and looks to share best practices with the HHA on this front.

The City is also seeking to improve sidewalks, add street trees and other streetscape improvements to areas around public housing complexes. For example, the CDD is replacing dilapidated benches in the plaza in front of the Housing Authority's Washington Square units. Sidewalks on Washington Street by Julian Steele are another example of targeted



CDBG public improvements, along with the planned addition of a bench by the bus stop.

The CDD is now regularly attending HHA meetings with a goal of keeping abreast of HHA developments, seeking opportunities for collaboration and economies of scale, such as in property maintenance, fleet maintenance and other issues. The City encourages and pressures the HHA to transition their housing units quickly once they become vacant due to death, departure, eviction or other reasons.

Through its active and regular involvement with the Haverhill Landlords' Guild, the CDD is seeking ways to foster additional Section 8 units in the community. This roundtable of local landlords and property owners discusses various issues related to property management and tenancy rights. By encouraging landlords to make their properties available to Section 8 tenancy, the City hopes to reduce the extremely long and slow-moving HHA housing request lists.

Recently, the HHA reached an agreement with Bethany Community Services to make the all of the Mission Towers senior housing units to be Section 8 voucher-eligible. While these properties remain under the care and custody of Bethany, Mission Tower's elderly residents on fixed incomes will see a rental decrease over the upcoming year.

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

As a direct result of the City's recently-concluded NSP effort, it became apparent the City needs to update its Section 3 Plan, especially its policies and activities. For example, there remain no Section 3 approved businesses currently in the City—this is a metric that the CDD hopes to change over the next Program Year, but has proven challenging. Being non-federally chartered, the HHA is exempt from this Section 3 requirement, but will be consulted on this development of a new Section 3 policy, in order to create job opportunities for public housing residents.

Employment and training prospects are other key tools needed to encourage public housing residents to improve their lives and to eventually 'graduate' from public housing. Unfortunately, public and subsidized housing does not revolve very quickly for use by the many on public housing waiting lists. One of the key reasons is the lack of decent education and training opportunities. The City continues to pursue outside grants and initiatives that would promote access to vocational training and connections to ValleyWorks, the One-Stop Career Center that was successfully retained and relocated to the campus of Northern Essex Community College. There are a growing number of employment opportunities in the City in fields such as manufacturing, particularly food manufacturing, machining and high-tech assembly. Getting residents of public and/or subsidized housing aware and prepared to take advantage of these opportunities is an ongoing challenge.

The CDD, at the direction and suggestion of the Mayor, is seeking to expand its offerings for First-Time Homebuyers. The goal is to increase homeowner occupancy in inner-city and low-moderate income areas within the CDBG Target Area. This Plan provides both HOME and CDBG funds to provide down payment or closing cost assistance of up to \$6,500 for eligible households who 1) have completed a credentialed First Time Homebuyer training courses and 2) are willing to purchase a house with the CDBG Target Area neighborhoods. This loan would defer after five (5) years down to zero financial obligation for the homeowner. This program will be marketed to residents of public and subsidized housing.



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

Not Applicable --The HHA is not listed or designated as “troubled.” This does not increase nor decrease the likelihood of City funding for the HHA.

Discussion

The City is committed to finding additional ways to provide, acquire and share resources to further increase the quantity and improve the quality of public housing. Some of this effort will be a matter of creative necessity. Other funds, grants and linkages will be needed to improve public housing for its residents and those who wish to be placed in public housing. The vast majority of these HHA residents do not understand that the HHA operates independently of the City, so the City gets the credit or blame when things go right or wrong. The 3+ year wait list is simply unacceptable.

State lawmakers last year approved a \$1.4 billion bond bill, filed by Governor Patrick, to improve public housing throughout the State, including \$500 million for renovations and remodeling over the next 5 years, as well as a program to help 240 local agencies to improve housing supplies and build new housing. The State released some of this money in March, with Haverhill receiving \$48,890. Every year the State spends over \$63 million on subsidies to local housing agencies and nearly \$58 million on rental assistance for individuals and families.

The problem is that the Commonwealth spent \$1 million in 2008 to temporarily place homeless or low-income families in motels/hotels. Over the last 5 years that number has increased to over \$47 million (about \$9 million a year) (Source: Statehouse News)

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

Introduction

With a visible uptick in the public presence of homeless individuals in the City, be it homeless youth in the Schools, squatters in vacant housing, or those living on the streets, there is greater emphasis on addressing the growing needs of the homeless in our community reflected in the Plan. Serving the needs of homeless individuals is a key facet of this Plan, especially in regards to CDBG Public Services funding, HOME funds and Continuum of Care activities.

For example, CDBG Public Services include \$7,000 in funds for Mitch’s Place, a 30-bed (on average) emergency transitional overnight shelter operated by Emmaus, Inc. on How Street. This is the City's most well-known and largest regularly-operating shelter. Here, the homeless get a meal, a bed and shared bathroom facilities in a safe, clean, sober, monitored environment. Guests get referred to appropriate services and can leave their belongings during the day as they go about their business. However, residents are not guaranteed a bed every night. Oftentimes, the winter months mandate overflow beds for Mitch’s Place, due to demand. As an organization, Emmaus strives to transition guests at Mitch’s Place into other transitional or more permanent housing. Their Bethel Business Center provides job training services in the basement of the same building.

The Homeless Drop-In Center, operated by Community Action, Inc., also is slated to receive \$8,000 in funds from the CDBG Public Services allotment. This is a safe place in the basement of the Unitarian Universalist Church on Ashland Street that the homeless can attend by day after leaving shelters. The Homeless Drop-In Center provides their homeless guests breakfast and a bagged lunch, recreation, counseling, referrals, socialization, sundries, health care check-ups and personal financial management, all during the daytime hours.

Other Public Service activities are prioritized because they prevent those on the margins who are at high risk of



homelessness from becoming homeless. These include upcoming programs by Open Hearts Ministries, with \$5,000 of CDBG funds to provide food and clothing to the indigent, \$6,000 in CDBG funds for St. James Parish St. Vincent dePaul Society's targeted utility and emergency rental assistance program, and \$8,000 for the Mother/Child Food and Clothing Program for pregnant at-risk youth by the Pregnancy Care Center.

In terms of HOME funding, PY2014 features the construction of a 27-unit project across three sites being developed by Veterans Northeast Outreach Center and the Coalition for a Better Acre, a Lowell-based Community Housing Development Organization (CHODO). This project is primarily dedicated to housing homeless veterans. The project features the development of 6 family units on a currently vacant lot on Temple Street, 3 two and three bedroom units on a vacant lot of Tremont Street, and 18 single-room occupancy units being constructed from an old church parking lot on Reed and Temple Street, one-half block away. These are supportive services tied in with the adjacent veteran's campus. The City has perviously committed \$32,781 from its local share of HOME funds for this project. Regional competitive HOME funds and other public funds are supporting this unique project as well.

The City and the CDD are active members of the Continuum of Care in part because of the services and funding it can provide to homeless-serving agencies in the City. This year the Continuum is supporting the renewal of transitional housing programs, including those offered by Emmaus and Veterans Northeast. The CoC is also providing more HMIS assistance for Emmaus and other organizations.

The City continually seeks ways in which to support homeless/special needs populations through other private, state and federal programs.

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, through Emmaus, coordinated the local Annual "Point-in-Time Homeless Count" on the overnight of January 29-30, 2014, sponsored by the CoC. This year's count alarmingly revealed 33 individuals (26 men, 7 women) who were not in some sort of organized shelter situation but who literally were living on the streets, under bridges, tents, in vacant buildings, cars, sheds, trailers, parks or in the woods. This number was 12 in the previous year. This year, 10 men were identified as 'chronically homeless.' 4 were veterans. 16 were identified as substance abusers. 6 were mentally ill.

On an average nightly basis, 30-50 Haverhill residents are taking up shelter beds at Mitch's Place, local churches and other facilities. A significant number of homeless families have been placed in the city's two hotels along Interstate 495. However, the Department of Transitional Assistance is currently phasing out such hotel placements. Not all are permanent Haverhill residents, some are just transient homeless.

The City is determined to address the needs of the homeless or at-risk. The CDD requests that its providers collect data on the number and type of homeless individuals that they serve through CDBG-funded programs. In addition, local providers utilize HMIS in order to track, via computer, unduplicated homeless individuals. These numbers are reviewed in aggregate by the CDD and the CAAB, driving funding decisions. This year's CAAB deliberations were influenced by the uptick that the community was seeing in terms of homelessness.

A major goal of the upcoming year is to better identify and refer homeless or 'unattached' youth to services. The City will be building off improved relationships with Haverhill High School's McKinney-funded representative, who also serves as HHS Truancy Officer. There are several city teenagers and other youth who have parents in prison or on



drugs. There are Haverhill youth who have left home voluntarily or involuntarily, runaway or escaped from abusive situations, have gotten pregnant, revealed they are gay, lesbian or bisexual, joined gangs or had other situations. Some have aged out of foster care or state group home facilities. There are untold numbers of youth who are "couch-surfing" by staying with various friends or relatives for different periods of time. These homeless youth have been too invisible to the system. The CAAB recommended spreading Public Services funding around to different youth-serving organizations (\$5,000 in CDBG each for the YMCA, Boys + Girls Club and a Boxing Club in Mount Washington) in the hopes of reaching these street youth through as wide a net as possible.

The City wants to continue progress in terms of outreach and needs assessment of homeless veterans by the City's Veterans' Representative working with Veterans Northeast Outreach Center, connecting these vets with appropriate and more seamless services. Working together, homelessness among veterans can be eliminated, as VNEOC recently received a \$2,000,000 grant for veterans support services.

Emmaus, Community Action, Salvation Army (\$25,000) and other subrecipients reach out to homeless individuals every day. These organizations are being supported with CDBG Public Services funds. New subrecipients such as Common Ground ministries are also working with the homeless on a daily basis, with doors open to homeless every afternoon.

The City's active involvement with the Continuum of Care gives city staff direct contact with guest speakers, homelessness experts, and those providers on the 'frontlines' of combatting homelessness in the city and around the region. Best practices, trends and concerns are discussed at length in the CoC. This has been quite valuable in directing the CDD's efforts to combat homelessness.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City's main emergency shelter remains Emmaus' Mitch's Place Shelter, which serves at least 30 individuals on average every night. This shelter is being supported by CDBG funds (about one month's operation) this upcoming year, as in years past. The City and Emmaus are in regular steady contact about a variety of issues, including shelter capacity. Occasionally, the City needs to open the Citizens Center as a shelter in order to accommodate extreme weather emergencies or in response to crises such as large fires, etc. Veterans Northeast Outreach Center has a variety of shelter for homeless veterans. Churches and other non-profits also operate shelters on an as-needed basis.

The City could likely support the creation of another overnight shelter. This is an issue to analyze this year. Many of those homeless who do not go to Mitch's Place do not want to follow the shelter's rules on sobriety, etc. Substance abuse and alcoholism remain significant obstacles for a number of homeless, though certainly not all.

Another concern is the lack of communication and coordination with and through the Massachusetts Department of Transitional Assistance (DTA) office as it regards individuals or families in transition. People who need emergency short-term assistance are referred to the DTA office in Lawrence, but the results are varied and unclear. Transportation out of Haverhill to the Riverwalk DTA Office in Lawrence can also be a challenge, with bus service there only sporadically.

This year, the City will provide emergency shelter assistance to at least 60 individuals through CDBG funding. Hundreds of others will be fed, clothed or receive medical services through CDBG funds. In Haverhill, thanks to the Haverhill Hunger Roundtable, meals or food pantry programs are available every day of the week, something many communities cannot claim. This infrastructure remains a large thrust of the CAAB's recommended CDBG funding.

Addressing the emergency shelter and transitional housing needs of homeless persons remains a key goal of the Plan.



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.

The City works closely with Veterans Northeast Outreach Center and Emmaus to support their efforts to transition chronically homeless veterans, individuals, families and others into permanent housing. Emmaus' model provides for a continuum of care from emergency shelter to transitional housing to permanent housing. Veterans Northeast provides supportive housing that is essentially permanent in nature for veterans. After six months, Emmaus' residents are expected to move to the next level in their continuum.

The City needs to further its involvement with Team Coordinating Agency, a non-profit which merged this year with NFI Massachusetts. TCA/NFI operates two homes in the city for unaccompanied youth on South Kimball Street in Bradford. These clients are mostly homeless teens, referrals by the Department of Children and Families (DCF), orphans or runaways. There has been a great deal of publicity and turmoil regarding DCF, their backlogs and delays, especially in light of some tragic cases with a few children. The quantity and speed of DCF youth referrals has been cited as a problem by these agencies, which have sought mergers to survive fiscally.

Similarly, the City is increasingly aware of the dozens of unaccompanied teens and youth who are found in the Haverhill Public School system. The City, along with the CoC, is working more closely with the McKinney-funded School Liaison to focus on tracking these 'unaccompanied youth' and their needs.

The City needs to find a better way to coordinate with DTA, which is the former state Welfare agency that provides emergency shelter to individuals and households. The City needs to ensure that DTA clients are receiving the help they need, but also to help plan for their transition to permanent housing. With Housing Authority wait lists over three years long, there is a sizable gap of time in which many of these individuals 'disappear' from the city's housing 'radar.' Making sure that these individuals actually do transition to better housing is a challenging proposition.

The key is to create a diverse array of housing that can accommodate these special subgroups that comprise the homeless in our community. Having this housing creates a more seamless and rapid transition into permanent housing. There is a need for more transitional housing for families, and in particular, women in crisis. Restoring vacant housing units at the YWCA on Winter Street to address the needs of women and families experiencing homelessness or other crises is a project that the City hopes to address with HOME and other sources of funding this upcoming year.

CDBG-funded Public Services is partly driven by the need to provide supportive services to these aforementioned groups, such as needy pregnant teens/new parents (\$8,000 in CDBG for Pregnancy Care Center), unemployed veterans (\$5,000 for Career Resources/Veterans Northeast's Veterans Employment Program), and the food insecure (\$25,000 for Salvation Army's Meals Program, \$8,000 to the Open Hand Pantry, \$5,000 for the Homeless Community Meals Program at the Citizens Center, and \$5,000 for meals served for hungry teens at the YMCA.) This support includes resources such as counseling, meals, socialization, preventative health care (i.e. blood pressure checks), nutrition information, dental care and heating assistance.

These services will be provided to at least 1,450 individuals through CDBG funded activities this upcoming year.



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

The City has worked successfully with agencies providing group housing to developmentally disabled and mentally ill individuals, and has encouraged the development and full vacancy of these units. The city is committed to providing enough housing options to assist these individuals, usually centered on supportive homes from agencies such as Housing Support Inc., the Haverhill DMH Clubhouse, L'Arche Irenicon, Fidelity House, American Training, Career Resources (CRC) and others.

The City recently oversaw the opening of five HOME-supported units at the newly-constructed CRC group home for developmentally disabled residents on Shattuck Street. This year there will be a need for strategies to convert use of an existing CRC group home on 45 Hancock Street into new hands while preserving the affordability restriction that prior HOME funds mandated for this property. This is due to new policy directives from the Massachusetts Department of Developmental Services (DDS) that no longer accepts multi-story housing for DDS-referred clients with disabilities.

The City has recently been involved in approving the ongoing merger of Mental Health Resources Plus to Vinfen Corporation. This merger should have no operational impact on the Haverhill Clubhouse, a Massachusetts Department of Mental Health (DMH) facility located adjacent to Emmaus' pocket park on Locust Street. The Clubhouse is a day habilitation and workshop space for those clients referred by DMH. It also has 3 units of HOME-supported permanent housing. There also exist concerns from these service providers about appropriate state referrals and timely reimbursement from the DMH, similar to the DCF situation. These concerns helped drive this merger of these agencies.

One of the challenges of deinstitutionalization has been finding adequate housing for those with mental illness. While many DMH-funded units are located in Haverhill, there is still a shortfall of units of housing for the mentally ill. This subpopulation remains a focal point for the CoC, Emmaus and others. In addition, Veterans Northeast continues to see a rise of brain-injured veterans or those with post-traumatic stress disorder (PTSD), swelling the city's ranks of mentally ill individuals. The new 27 units of housing will be a boon some of these mentally ill veterans.

The system of referrals of these subpopulations to housing with HHA and others has been discussed and will continue to be explored.

Other mental health providers such as Housing Support, Inc. (HSI) continue to have a presence in the City, and the City is working to provide more inspections for their units and to discuss ways in which to assist these tax-exempt properties. HSI needs renovations to its DMH-referred units in the former Hooker Howe Building on South Main Street in Bradford, and recently requested funding from the City for a new heating system. It is unclear whether this request can be acted upon with HOME or CDBG Rehab funds in the upcoming year.

The City works through and relies upon these agencies, as well as the Haverhill Public Schools, to "catch" these at-risk individuals who transition out of certain programs, be they disabled 22-year olds aging out of the public education



system or those being discharged from institutions.

Discussion

The City will be working with the Haverhill YWCA to bring their building up to electrical code and to determine ways in which to return former housing units in their facility. These units would be developed likely as transitional housing for women and children in crisis, though plans are still being developed.

Discussions have already been held for the Haverhill DMH Clubhouse (along with River City Boxing Club) on Locust Street to 'adopt' the new Locust Street pocket park of Emmaus. This arrangement needs to be re-negotiated with Vinfen now in charge of the Clubhouse property.

The City needs to better align with the Essex County Sheriff's office to identify the housing needs of those transitioning out of the prison system.

As previously stated, the City also needs to better coordinate with the Wagner-Peyser funded 'unaccompanied' students and link educational supports to housing supports for these students and their families. The goal is to link the separately-funded 'silos' of education and housing together. Lack of stable housing is a huge drag on educational achievement and MCAS scores in the city-- some of the city's most challenging educational cases have a lack of stable housing at their core. These issues need to be addressed holistically.

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

Introduction

The City is proud of the progress that it has made in regards to developing and maintaining affordable housing.

State law [Chapter 40B] permits the Commonwealth to override local zoning regarding affordable housing projects, whether those decisions are based on zoning by-laws, or other arguments such as impact on schools, environmental issues, infrastructure limitations, etc. 40B applies if the local government does not have at least 10% of its housing stock subsidized and/or dedicated to households below 80% of median income. The City ended the 2013 Program Year with over 9.64% of its 25,500 housing units certified by the State as active affordable units, making some incremental progress in the last year towards this important threshold. Pending developments should push the City over the 10% 'goal line' in terms of its affordable housing numbers during the upcoming year.

Nevertheless, barriers to affordable housing do exist in Haverhill, not all of which are in the City's ability to control. These barriers include: supply and economic conditions; age and condition of housing; affordability; investor maintenance of multi-family buildings; available financial resources and incentives; lack of development entities; bank-owned vacant properties; updated building codes; and lead-based paint regulations.

Supply/Economic Conditions: The Recession had stultifying effects on the local real estate market and still creates a barrier to the development of affordable housing today the housing market is recovering and improving. By offering lower land costs than metropolitan Boston, through streamlined permitting processes and strong outreach, the City is hoping to incentivize development of all types of housing, including affordable and market rate housing.

Age and Condition: Much of Haverhill's housing stock dates back to the City's boom during Industrial Revolution, which indicates the need for lead paint hazard controls and significant rehabilitation.

Affordability: With average rents over \$1,100/month, according to the Haverhill Landlords' Guild, wages for a large number of Haverhill residents are not keeping pace. Therefore, housing is not affordable to many Haverhill



residents. Many residents live in poverty and require a rental subsidy to subsist. Many residents are not in a position to obtain a mortgage or lease a decent apartment.

Investor maintenance of multi-family buildings: Multi-family dwellings of 4-8 units are presenting challenges for investors and homebuyers. Outside of aggressive code enforcement, there is little that the City can offer residents of these dwellings. Ongoing operating costs make these properties less financially lucrative for professional property management companies as opposed to larger-scale developments. As a result, the remaining owners struggle to maintain these buildings in safe, decent and sanitary conditions. Owner-occupied two and three family homes are much attractive investment options, and they may be eligible for CDBG support depending upon income of the owner.

Availability financial resources and incentives: With much federal fiscal uncertainty, the availability of resources is a notable barrier to affordable housing. Nowhere is this felt more acutely than on the HOME funding side. A massive reduction in HOME funding nationwide has greatly diminished the ability of the City to provide gap funding on any significance to developers of affordable housing. Other public and private funding sources have been cut or eliminated, diminishing the ability of the City to make housing deals occur. In addition, due to a tightening of standards at banks, many individuals cannot qualify for a mortgage due to a lack of sufficient downpayment.

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

One action of the City to overcome a lack of supply of affordable housing is to develop its own properties. These city-owned properties include tax title properties such as the 4.8-acre site of the former Ornstein Heel factory, as well as former city-owned buildings.

The Ornstein site is a riverfront development site across from the Bradford MBTA commuter rail station with Transit Oriented Development potential. The site is currently out to bid for a 2nd time, and many housing developers have been notified. The City may pursue extension or creation of a 40R district at this site.

The Winter Street School is under a Purchase and Sale Agreement with the POUA in order to create twelve (12) units of affordable/workforce housing. The CDD will work to finalize this sale, including undertaking a CDBG-funded environmental remediation action as the last condition prior to closing. Construction is expected to start by late summer.

There are still zoning challenges and barriers to affordable housing that the City is seeking to identify and resolve. A task force appointed by the Mayor is working resolving on these very issues, including the reform of inclusionary zoning practices, recodifying outdated zoning. The City has taken several steps to promote residential development, such as eliminating demolition delay ordinances, parking quotas and design review boards, while supporting density bonuses and streamlined permitting. No changes to lot size or zoning methodology are proposed.

In terms of zoning, great progress was made over the past year thanks to a CDBG-funded zoning consultant (McClure Planning), who developed a waterfront zoning overlay planning district that promotes the creation of new housing with incentives such as development bonuses and other by-right protections. This work is culmination of several years of discussions, feedback, strategies and plans concerning the mixed-use redevelopment of Downtown in general and the failing Merrimack Street Urban Renewal district. These zoning reforms helped pave the way for Harbor Place, a transformative mixed-use redevelopment that includes offices, retail, restaurants, college space and up to (forty) 40 units of affordable housing as this priority development site. This largely underutilized riverfront corridor was the subject of



a Technical Assistance Panel's planning and design charrette organized by the Urban Land Institute (ULI) in late 2011.

Offering Tax Incentive Financing (TIF) deals is one of the few incentives that the City can provide. TIFs are being sought for housing for the Harbor Place project and the market rate units being developed at the former Surplus Office Building at 37 Washington Street.

Updated Building Codes: Recently upgraded building codes have affected the ability of owners to fully develop their properties. In Downtown Haverhill, the lack of fire alarms, fire suppression systems (e.g. sprinklers) or elevators in buildings has precluded many property owners from developing their buildings' upper floors for housing. Changes in plumbing, heating and electrical codes deter some property owners from developing affordable housing. The costs of these mandated upgrades can be exorbitant.

Lead Based Paint Regulations: Strict, conflicting state and federal lead-based paint regulations have had a chilling effect on the development or retention of affordable housing for some landlords. The ugly fact is that property owners are not marketing or renting properties to young parents, children or those of child bearing age, due to concerns about lead.

Discussion

Lack of development capacity: At least 15% of HOME funds must be set aside for Certified Housing Development Organizations (CHODOs), but the entire North Shore HOME Consortium has only a few with which to work. The City is working with CHODO Coalition for a Better Acre on their first project outside of Lowell, and is engaged with the North Shore Community Development Corporation and others on new potential projects.

The City is in discussions with two non-profit agencies (Veterans Northeast Outreach Center and Merrimack Valley Habitat for Humanity) to pursue the process of becoming certified CHODOs, in order to take better advantage of funding possibilities to develop affordable housing. The Plan does not budget for this allowable CDBG activity, but if funds are needed for this regard the Plan will be updated. As always, the composition of the boards of directors for these firms will be the primary sticking point affecting CHDO attainment.

Vacant/abandoned properties, many of which are in the hands of large banks, out-of-state financial institutions or defunct family or realty trusts, are presenting a real drag on the development of affordable housing. An increasing amount of the City's time is spent finding, inspecting and recording these vacant and dilapidated properties. Returning these properties not only helps tax rolls, but replenishes housing capacity and supply. About 40 of these vacant properties are classified as 'distressed' or 'problematic,' not only reducing the available affordable housing stock in the City, but also hurting property values, promoting illicit activities and encouraging squatting. The City obtained a grant from the Attorney General's office to combat these blighting influences and promote property receiverships. This is helping the City's one-man legal department and strained Health and Inspectional office from being overwhelmed with these troublesome issues.

Regarding Codes, the City is seeking assistance from MassDevelopment and other financial institutions to find or develop financing tools that can encourage downtown buildings to be more fully utilized, with funding support or loan pools for sprinklers or elevators.

Many developers are currently pursuing the lengthy and multiple rounds of Historic Tax Credits to make affordable housing development feasible. Among the notable successes have the Winter Street School, the Surplus Office Supply building, the Haverhill Music Center redevelopment, and other projects.

The Smiley and Cogswell Schools may be re-advertised for bid again as well, as responses from the market last year were underwhelming. Other city-owned vacant lots are slated to be auctioned off as well. Several groups are also



interested in Phoenix House, a vacant property behind City Hall that used to be a youth group home before a lack of state referrals forced Team Coordinating Agency to close its doors. This property belongs to the Haverhill Public Schools.

Expiring Use Limitations threaten the City's ability to stay above the 10% affordable housing threshold as several projects could convert to market-rate units in the next 3-4 years. The City is tracking these situations and being proactive.

AP-85 Other Actions – 91.220(k)

Introduction

Obviously, given the City's debt and constrained fiscal position, and the recent deleterious cuts in federal funding for programs such as CDBG and HOME, it is impossible to fully address all of the community needs identified. There are other, alternative actions that the City and the CDD are actively exploring to address some of these needs.

UNDERSERVED NEED: Public Safety and Safe Neighborhoods -As the City has a smaller than average percentage of police officers per population, the Mayor and City Council are seeking to add more patrolmen to the force from the City's improving budget. Some of this improvement is the by-product of Hale Hospital debt relief from our State legislative delegation.

In addition, Community Policing is being buffeted and coordinated with private grants (D'Allesadnro Foundation) and state and federal grants (such as the Shannon anti-gang grants and federal police hiring grants, in addition to CDBG). A merged Code sweep team combines law enforcement with building, health and Code enforcement to root out criminal elements from our troubled buildings. In many cases, the Haverhill's location and highway access makes it a midpoint for New Hampshire and Maine buyers and dealers from other communities. State and Federal resources are being used to bust up gangs and drug trafficking.

UNDERSERVED NEED: Quantity, Quality and Promotion of Cultural and Civic Events- The City has recently updated its own website, but is also working in partnership with the Greater Haverhill Chamber of Commerce's Arts and Education Foundation and Creative Haverhill to keep a quality, regularly-updated calendar of events on line, in the press and in social media.

The City attained the state's 20th 'Cultural District' designation for the western end of Downtown. This provides special focus on the state's official tourism and travel website. In addition, new wayfaring signage has been installed thanks to a federal award and more will come from the Cultural District designation.

The Cultural Council, Historic Commission and other entities are working to provide programming that will attract more residents to the Downtown. In addition, the City is revamping rules to provide easier access to host events and festivals, and create a small funding stream to provide parking and police protection for such events.

The reformation and simplification of fire and police conditions regarding use of the City Hall auditorium or the Citizens Center are good examples of the City promoting cultural activity and its resulting economic development especially for the city's low-income artists.

UNDERSERVED NEED: ESOL/Workforce Training ITAs—Language issues and literacy still affect a great number of city residents, which prohibits their full participation in the economy and society. The City will be working with the Public Library, Northern Essex Community College and large employers to encourage the use of state Workforce Training Funds for ESOL and other purposes. The CDD will examine ways the Haverhill School Department might



be able to assist in this cause with youth tutors, etc.

Similarly, the City needs to convince the Merrimack Valley Workforce Investment Board (MVWIB) to maintain a sufficient number of Individual Training Account (ITA) vouchers for needy individuals, even in times of fiscal challenge, even at the expense of Career Center operations. These intensive, career-directed trainings for in-demand occupations truly lift individuals out of poverty. In PY 2014, CDBG will fund some intensive training for traumatized or brain-damaged veterans in order to find them sustainable employment (Career Resources Corporation Public Services program).

Actions planned to address obstacles to meeting underserved needs

UNDERSERVED NEED: Rental Assistance (see below)

UNDERSERVED NEED: Additional Public Housing- (below)

UNDERSERVED NEED: Food Industry Training Capacity- While food production, restaurants and food-related microenterprises employ a growing number of Haverhill residents, training infrastructure remains weak. Establishing these training facilities requires space and large costs, even for Community Colleges. The closest training center is at Salem State College. The City hopes to work with state economic development agencies, the MVWIB, state and community colleges and developers to address this capacity issue. The CDD is working with two developers who are interested in potentially developing a commercial test kitchen as part of a mixed-use housing project. CDBG Economic Development funds and other resources may be used to support this exciting prospect to add to strengths and increase the city's food production capabilities.

UNDERSERVED NEED: Sidewalks/Trees in Inner City- Traditionally CDBG funds have been used to 'stretch' State Chapter 90 funds for addressing the backlog of local roadway repair. Now, there is an increasing emphasis on 'complete streets' activity—sidewalks, street trees, street lighting and bicycling/ pedestrian amenities. The City will pursue State and regional support for 'Complete Streets' support, including development of a local Complete Streets policy, pursuit of 'Safe Routes to School' funding and other grants in order to return street trees to inner city, many of which have been lost and not replaced over the past three decades. The Bradford Rail-Trail and the Water Street Greenway are very popular projects that will support alternative transportation and healthy recreation on either side of the Merrimack River and Target Area.

UNDERSERVED NEED: Mental illness and Substance Abuse treatment- The need for additional mental health and substance abuse treatment is obvious to anyone spending time on the streets of the CDBG Target Area. This is a problem larger than the City's ability to deal with it alone. State support from the Department of Mental Health, creative use of housing resources, and skilled intervention by public and non-profit agencies are needed. The City is working with NFI as it merged with Team Coordinating Agency to provide substance abuse treatment services, methadone and heroin treatment. These agencies are increasingly dependent upon state referrals. The end of institutionalization has led to these new challenges for cities.

UNDERSERVED NEED: Mount Washington Youth Needs/ Social Service agencies- As cited from community input on the Plan, there is a dearth of social service agencies and youth-serving organizations in the Mount Washington neighborhood. For whatever reasons, the bulk of non-profit social service providers are located in the Lower Acre neighborhood. The City will work with the Wadleigh Foundation, Somebody Cares New England, housing developers and CHDOs such as Coalition for a Better Acre, and local churches to increase capacity to address priority needs. CDBG will provide seed funds for a youth boxing program for street kids in this area. Even more youth



programming is needed, at Tilton School and other sites. More focus on next years Public Services RFP will be allocated to this part of the Target Area. Cultural and language differences in this heavily Latino area could be barriers to overcome in this regard.

One recent success was the Wadleigh Foundation-funded expansion of a brown-bag groceries program for elders being added to the Silver Hill School with CDD support, to address growing needs in that part of the City.

Actions planned to foster and maintain affordable housing

In terms of challenge of affordable housing development, with HOME funds playing a smaller role in addressing financing gaps in projects, the City is working aggressively to pursue State Historic Tax Credits for developments. The City is trying to streamline permitting and create housing by-right overlay zoning.

The City is looking to extend its 40R district or add another such district that will provide affordable housing by right, such as along the waterfront overlay district.

One significant challenge is the looming subsidy expirations for several large-scale projects that comprise the city's affordable housing inventory. This dynamic threatens to drop the City below the 10% 40B threshold for affordable housing stock within a couple of years of achieving this mark. The CDD is being proactive in identifying these expiring units and engaging owners about extending affordability periods or adding subsidies for renovations or other activities that will extend these periods.

The City is working with agencies such as Habitat for Humanity, Veterans Northeast, Emmaus and others as vacant lots or tax title properties fall into the City's position. It is hoped that these agencies can redevelop these plots and turn them into affordable housing.

Waiting lists for public housing are measured in years in Haverhill. However, the Haverhill Housing Authority is in a 'maintenance of effort' position, fully consumed with upgrading its existing housing stock. The City needs to encourage additional affordable housing development (from HOME and other funds), as well as acceptance of Section 8 vouchers from additional landlords. This tact will be more effective than inclusionary zoning.

The City works with quasi-public agencies such as Mass Housing, Community Economic Development Assistance Corporation (CEDAC) and others to make development deals for affordable housing units possible.

CDBG-funded Housing Rehabilitation and FTHB activities are generally limited to the CDBG Target Area to preserve the market for quality affordable housing.

There are too many residents who cannot keep up with their rents, especially with average rates now well north of \$1000/month. Many are behind in their rents, facing eviction, or are in contentious situations with landlords, who lose incentive to upkeep these properties if they are losing money. CDBG funds are not designed for this purpose, although the upcoming year will feature some emergency rental assistance through the CDBG Public Services through St. Vincent de Paul's program. Other activities include working with Community Action's rental assistance program, which provides cash assistance for certain tenants and consultation with landlords to arrange for payment plans and rent adjustments. Veterans are directed to cash payments from the City Veterans Officer in order to make rent. Finding emergency rental payments is also something that churches, the Salvation Army, Emmaus and other agencies can sometimes provide. More grants and assistance will be sought for this purpose from private entities, foundations, non-



profits and banks.

Actions planned to reduce lead-based paint hazards

Dealing with lead-based paint hazards remains one of the single greatest operational challenges for the CDD, cutting into many other priorities and plans, such as housing rehabilitation, FTHB support, affordable housing development and others program and goals. As the City has no dedicated lead hazards grant, the only funds available for lead-based paint remediation are those used from the HRCC program, greatly limiting what can be undertaken due to budget limits and program design. The CDD is working around lead issues by avoiding unnecessary actions that necessitate lead removal.

The CDD has also revamped its owner/tenant relocation policies for its HRCC Program to make de-leading activity more feasible.

The CDD has worked in closer conjunction with DHCD's 'Get the Lead Out Program,' as a local rehabilitation agency contact. This State program provides low-cost financing for lead paint removal for homeowners, at 0% for those income-qualified or 5% for investor-owners up to \$35,000 for a two-family home. In response from feedback from the City and several others, DHCD loosened its eligibility requirements regarding the debt-to-value ratio of applicants. This previously disqualified many owners who were underwater after the Recession. Other applicants have been court-ordered to the children's poisoning concerns, coming to the City as a last resort. The CDD is undertaking income qualifications, loan application assistance, contractor bidding and technical reviews of these projects, on behalf of both the State and applicants. The CDD receives a \$1,000 stipend from DHCD for each successfully completed application. Approximately \$4,000 in these non-CDBG are anticipated in PY 2014.

The City will seek its own lead remediation grant funds in the upcoming year, from federal, state and private sources.

Also, the CDD will be soliciting other lead resources from Mill Cities Community Initiatives, acting as a bank, as well as other banks, although many are wary of lending homeowners fund for lead hazard control activities.

The CDD has strengthened its relationship with the State Lead and Asbestos Licensing agency, which has an office inside Haverhill City Hall. This provides the CDD an opportunity to receive hands-on technical assistance on lead issues.

The City will seek additional training opportunities regarding federal and state lead hazards regulations. The CDD and Health and Inspectional Services Department will try to disseminate as much lead hazard information as possible to the public. Lead regulations are always a featured topic with the Landlord's Guild. As a result, a portion of the DHCD application assistance stipend funds will be used to create pamphlets and printed reference material for the Haverhill Landlords' Guild to disseminate to multi-unit property owners.

Other resources include State's Lead Poisoning Prevention Program, which administers the state's real estate database and registry for de-lead properties, as well as the Childhood Lead Poisoning Prevention Program (CLPPP), with whom the City frequently makes referrals.

Actions planned to reduce the number of poverty-level families

Reducing the number of poverty-level families is a complicated issue, with cycles of intergenerational poverty that must be broken. Much of this work may well be outside the realm of government, the responsibility of individuals, families, churches and other institutions and informal networks.

Obviously, one of the paramount ways to reduce poverty is through expanded employment opportunities. Recently,



the Southwick clothing plant announced 200 additional manufacturing jobs in the City. Metropolitan Linens and other new employers have brought entry-level jobs to the City. A new hotel will employ dozens of new worker this year. Adding more of these entry-level employment positions is key to lifting families out of poverty.

Financial education and literacy is also key so that working families can stay out of poverty once they earn some money. For too many, poor financial decisions lead to a return to poverty.

There are holistic services that Community Action and others provide that can lift families out of poverty-- health care reform should help as well.

The best way to break cycles of poverty in families is to break it with children. Obviously, education provides the best way out. Fortunately, the Haverhill Public School's focus on reducing the drop-out rate has worked. Also, teen pregnancy rates are down.

The City will be working with the McKinney-funded School representative at Haverhill High, as well as Emmaus, NFI and others to identify homeless or unaccompanied youth. There are at least 60 such youth currently in the city. Their housing, transportation and social needs have not typically been addressed through these needs. Better contact needs to be made with the Schools to identify youth aging out of foster care at 22 and others. This most-challenging effort will require a blending of various resources.

Actions planned to develop institutional structure

The CDD is providing technical assistance to non-profits, church groups and neighborhood organizations so that they can apply for CDBG Public Services funding. This effort resulted in the submission of applications from a host of new applicants this year. Nevertheless, more outreach needs to be done, especially in the Mount Washington and Hilldale areas.

In addition, there is a shortage of CHDOs that the CDD hopes to address, by referrals and promotion of upcoming HUD trainings on the issue.

Many neighborhood groups originate as crime watch groups, but experience difficulty in getting to the next level. The City could benefit from more neighborhood groups providing input to CDBG Planning decisions. It is hoped that projects such as the Portland Street Park and Currier Square project can foster more organized neighborhood feedback for CDBG funding decisions.

In addition, sub-recipients' outside audits are being scrutinized by the City's outside auditors, and any findings are being discussed with these organizations, many of which are volunteer-led.

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

The City is taking a more active role with the Haverhill Housing Authority (HHA) in several aspects. Part of this consultation of the Housing Authority involves encouraging their expanded coordination with agencies such as DTA, Veterans Northeast Outreach, and DCF.

Obviously, if private housing units become available that can accept Section 8 vouchers, the HHA needs to know that. The CDD will make developers the City works with aware of these opportunities and linkages.

The link between the Haverhill Public Schools and the HHA is important as the City seeks to provide stability for students. Likewise, the City seeks to capture bonus 40S education funds for new public school students residing in 40R



developments Downtown.

Many HHA residents are elderly, so there are opportunities to connect them with Elder Services of the Merrimack Valley, Meals on Wheels and the Haverhill Council on Aging.

Better service coordination with the HHA clients and the Merrimack Valley Regional Transit Authority (MVRTA) bus service is needed and quite doable. More conversations need to be held to determine if routes and schedules truly work best for HHA residents.

Section 3 Activities need to be fostered, perhaps in regards to expanded recycling opportunities on HHA properties, in coordination with the City's Public Works Department.

Traditionally, the HHA has been somewhat insular. The goal is to have the HHA interact and coordinate with a host of other housing and social agencies.

Discussion

The City has created a Fire/Disaster Emergency fund with some old, surplus, non-CDBG, non-Administration funds that can be used to provide first/last or security deposit for those households who were burned out of their multi-unit through no fault of their own. These are rent-paying households with employment and with good credit, but they have inadequate or insufficient savings to provide to a new landlord while awaiting lengthy insurance reimbursement. Too many of these innocent, working, rent-paying individuals wind up homeless in these situations because they can not abruptly collect a first, last and deposit. This mini-program provides a one-time \$1,000 payment to provide temporary assistance.

As Pont-in-Time numbers reveal, there is need for another overnight shelter in Haverhill, perhaps in the Mount Washington neighborhood. The overriding issue is that some homeless refuse to go to shelter due to rules and regulations, mostly concerning sobriety. There is a need for more housing for abused women, unaccompanied youth and others. The City will work with non-profits such as Somebody Cares, which is interested in adding a living unit or two in the basement of their Washington Street building, despite fire sprinkler and building code issues. The City hopes to use HOME funds to redevelop former housing units above the YWCA for transitional or overnight shelter for women and families in crisis. Citizens Center improvements will make that building more viable as an emergency shelter. DHCD grants and foundations will be sought in order to address this capacity issue.

The City is hoping to be able to apply for a designation of a Neighborhood Revitalization Strategy Area (NRSA), which would provide additional aggregated housing rehab funds for certain targeted neighborhoods (such as Harrison Street), while freeing up public services funds for the Mount Washington area as Emmaus' and othe Community Based Development organizations would be exempt from the 15% public services cap. This action would help with the goals of fostering and maintaining affordable housing and reducing the numbers of poverty-level families.



Program Specific Requirements

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

Introduction

The City Program Year 2014 Budget is fully accounted, but there are other funds to be noted that can fund some of the important activities in the Plan.

For example, there is a small amount of PY2013 Program Income for which to account. However, due to the after-effects of the Recession on jobs, housing, and the economy, many low-to moderate income homeowners 'hunkered down' and held onto their properties. As a result, the amount of program income revolving from housing rehab loan liens has been anemic. Program income has been a few dollars from some bankruptcy settlements effecting previous rehab clients with outstanding liens. Only a thousand dollars or less is expected in unaccounted program income.

In addition, there are some funds from prior activities that were disallowed and deemed ineligible by HUD as program findings. These relatively small amounts of funds were paid back by the City using City funds; however, these amounts were never properly returned to the City's CDBG line of credit. One of these amounts that the City paid back was \$5,000 for an ineligible micro-enterprise support activity (IDIS Activity#889), as well as \$14,950 for ineligible downtown hanging flower baskets from prior years 2009-2011 (IDIS #726, 765 and 820). As a result, the CDD is in the process of reestablishing these amounts to the line of credit, totaling \$19,950.

The other significant budget issue is being remedied by necessity. The CDD had an excessive amount of unspent funds in the past, well over \$1.5 million, but that has been corrected over the past few years. During this upcoming Program Year, the City should reach the federally-recommended benchmark of having no more than 1.5 times the allocation amount on hand. The CDD is anticipating about \$750-800,000 in prior unspent funds from which to augment PY2014 activities, as have been detailed in the Plan.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

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

- | | |
|--|--------|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed | 1,000 |
| 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 | 19,950 |
| 5. The amount of income from float-funded activities | 0 |

Total Program Income: 20,950



Other CDBG Requirements

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

Discussion

As regards Section 108 funding, the City does not anticipate any Section 108 funding payback this upcoming Program Year from prior loan guarantees. However, outstanding loan amounts do exist from 2003 loans made to Globalware Solutions. The company essentially defaulted on their City obligations but is still in operations and claims to be a leader in its industry. It is unclear if the City will ever recover its terms from the decade-old agreement, but there is always the possibility of some funds being returned. This would represent an unanticipated windfall for the CDD.