

**STRATEGIC PLAN
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Strategic Plan

SP-05 Overview

Strategic Plan Overview

The Strategic Plan is part two of the Consolidated Plan and includes broad strategies for how we will address affordable housing, homelessness, special needs and community development needs for the upcoming 5-year period of July 1, 2018 to June 30, 2023.

SP-10 Geographic Priorities – 91.215 (a)(1)

Geographic Area

Table 1 - Geographic Priority Areas

1	Area Name:	20 Boston Main Street Districts
	Area Type:	Local Target area
	Revital Type:	Commercial
	Identify the neighborhood boundaries for this target area.	See reference map in the Appendix
	Include specific housing and commercial characteristics of this target area.	CDBG funded Main Streets serve a low and moderate income area.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	Main Street Districts are selected via a citywide competitive process.
	What are the opportunities for improvement in this target area?	Improve the services for low/mod income persons. Improve the economic opportunities for low/mod income persons.
	Are there barriers to improvement in this target area?	Disinvestment in neighborhood business districts and deteriorated building stock.
2	Area Name:	Fairmount Smart Growth Corridor
	Area Type:	Local Target area
	Revital Type:	Comprehensive
	Identify the neighborhood boundaries for this target area.	See the map in the Appendix

<p>Include specific housing and commercial characteristics of this target area.</p>	<p>Along the Fairmount Line corridor, land costs are high, land availability is low, and often difficult to acquire. Successful development along the corridor requires piecing together multiple properties to achieve a critical mass to create affordable housing, commercial, or mixed use developments. Additionally, because of the limited funds available to finance affordable housing projects, acquiring property also places a significant burden on developers for the 3 to 5 years or more it may take to see a project through to construction. The addition of the new transit stops has enhanced commercial districts improving access to shopping opportunities in the neighborhood business districts along the corridor, including six Main Streets Districts.</p>
<p>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</p>	<p>The Fairmount Line Smart Growth Corridor Project has extensive support and was prepared in coordination and consultation with City departments (housing and economic development, public works and transportation), the Boston Redevelopment Authority (BRA), the Massachusetts Bay Transportation Authority (MBTA) the Fairmount Collaborative, the Metropolitan Area Planning Council (MAPC), private foundations and neighborhood groups to maximize investments and achieve meaningful sustainable results for the residents and businesses in the neighborhoods along the Fairmount Line.</p>

<p>Identify the needs in this target area.</p>	<p>To provide improved access to transit for residents of the neighborhoods along the line, connecting them to job centers and downtown.</p> <p>To expand affordable housing opportunities and employment opportunities near transit for the residents of the neighborhoods by strategic land acquisition, site assembly and disposition for Transit-Oriented Development projects near the new and existing stations.</p> <p>To reduce the number of vacant, underutilized or abandoned properties in the neighborhood by assisting the acquisition, planning, disposition and redevelopment of key privately-owned and City-owned parcels along the Fairmount Corridor.</p>
<p>What are the opportunities for improvement in this target area?</p>	<ul style="list-style-type: none"> • Increase in the number and percentage of Fairmount Line residents living within ½ mile of a transit stop. • Increase in the number of affordable housing units located within ½ mile of a Fairmount Line transit stop. • Increase in the number of businesses and jobs located within ½ mile of a Fairmount Line transit stop.
<p>Are there barriers to improvement in this target area?</p>	<p>The high cost of land is a challenge as well, and the Development Fund will help mitigate the cost burden for developers.</p> <p>Providing funding for environmental investigations and partnering with other lenders will also help to overcome this obstacle.</p>

3	Area Name:	Opportunity Zones
	Area Type:	federal tax incentives to reinvest in 13 designated low-income census tracts in Boston
	Other Target Area Description:	federal tax incentives to reinvest in 13 designated low-income census tracts in Boston
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	Federal tax incentives to reinvest in 13 designated low-income census tracts in Boston. See the map in the Appendix
4	Area Name:	Whittier Street Choice Neighborhoods
	Area Type:	Local Target area
	Revital Type:	Comprehensive
	Identify the neighborhood boundaries for this target area.	See the target area map in the Appendix
	Include specific housing and commercial characteristics of this target area.	The Whittier Street development was built in 1953 and is comprised of 200 units in four structures with a mix of mid-rise and low-rise structures. Seventy-five percent of the housing units in the neighborhood are public housing or subsidized housing. Fifty-three percent of the neighborhood residents live in poverty. Major economic development projects are planned for publicly-owned parcels in the neighborhood.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	The target area was selected by the Boston Housing Authority in consultation with residents of the Whittier Street Apartments and the Whittier Street neighborhood as part of the application process for the Choice Neighborhoods Planning Grant and Implementation grant.

General Allocation Priorities

Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA)

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

HOPWA funding allocations are prioritized to ensure that the resources are targeted to communities with the greatest need based on the number and incidence rate of cases of persons living with HIV/AIDS, the availability of affordable housing and supportive services, and the number and percentage of eligible low and moderate income persons with HIV/AIDS. HOPWA funds are available to service providers throughout the three-County (Suffolk, Norfolk, Plymouth) Eligible Metropolitan Service Area, but as most of the persons living-with HIV/AIDS are within the City of Boston, most of the funded programs are located there as well.

Certain programs have funding restrictions associated with a particular funding source that impose geographic restrictions. Also, CDBG-funded projects or programs such as Grassroots that rely on the Low-Mod Area (LMA) National Objective must be located within a primarily residential area in which more than 51% of residents have incomes below 80% of the Boston metropolitan area median income.

The Main Streets program is targeted to 20 neighborhood commercial business districts. CDBG funds (\$1.5 million in PY18) are used for the 16 Main Street Districts that are located in qualified LMA areas. These are designated as Local Target Areas in the Consolidated Plan. The remaining 4 districts are funded with other (non-Federal) resources.

HUD encourages CDBG Entitlement grantees to develop and implement NRSAs as described in the consolidated plan regulations at 24 CFR 91.215(g). NRSA designations provide greater flexibility in the use of CDBG resources, including Section 108 Loan Guarantee program funds. Boston has one NRSA for the Boston Housing Authority's Whittier Choice target area through the end of the grant period, 9/30/2023.

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

Opportunity Zones are Massachusetts designated census tracts offering federal tax incentives for businesses that invest in those areas and create jobs and economic activity. Boston has 13 census tracts designated "in April 2018 as Opportunity Zones" ; see the map in the Appendix for the locations.

SP-25 Priority Needs - 91.215(a)(2)

Priority Needs

Table 2 – Priority Needs Summary

1	Priority Need Name	Affordable Hsg. Rental & Homeownership
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Chronic Homelessness Individuals Families with Children Elderly
	Associated Goals	Increase supply of affordable housing Improve Access to Affordable Owner Housing Support CHDOs Whittier Choice Grant
	Description	Boston has an insufficient supply of existing affordable rental housing to meet current demands and expected population growth. By increasing supply, we hope to stabilize or decrease rents of existing rental housing and expand affordable rental housing opportunities for low-moderate income households. Improve access to affordable owner housing for low to moderate income homebuyers, especially minority households.
	Basis for Relative Priority	Boston has approximately 40,000 units of existing subsidized rental housing stock, thousands of which are at risk of loss as affordable housing due to expiring use restrictions and many thousands of units of unsubsidized multifamily rental housing at-risk of loss as affordable housing due to market conditions and/or physical condition of the property. Preserving the existing stock is a high priority - it could not be easily replaced if lost. Boston's extremely high sales prices make it difficult for low, moderate and even middle income renters to afford existing homeownership housing.

2	Priority Need Name	Affordable Housing - Rehab of Existing Units
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly
	Associated Goals	Improve the quality of owner housing Increase supply of lead safe housing Improve quality existing affordable rental housing
	Description	Provide financial and technical assistance to Boston's homeowners to make needed property improvements. Activities include small-scale rehab of owner-occupied 1-4 family buildings; emergency repairs and substantial rehab for senior homeowners; lead-based paint abatement in homes with young children.
	Basis for Relative Priority	Lower income homeowners, especially seniors, often do not have sufficient savings to pay for the full cost of needed repairs and may not be able to obtain conventional financing at affordable rates due to limited incomes. Lower-income homeowners and small investor-owners often cannot afford to abate lead hazards or must increase rents to do so, resulting in displacement or increasing the housing cost burden of low-income households. This puts children under age 6 living in such properties at risk of lead paint poisoning.
3	Priority Need Name	Housing -Related Services to Homeless
	Priority Level	High
	Population	Extremely Low Low Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence Unaccompanied Youth

	Associated Goals	Housing Related Services to Homeless Essential Services to Unsheltered Homeless
	Description	Provide housing-related services to reduce the number of homeless. Federal funding from the McKinney Vento Homeless Assistance Act programs supports permanent supportive housing, rapid rehousing and support services. CoC funds prioritizes programs that serve the chronically homeless and families in rapid rehousing programs. 95% of CoC funds support permanent supportive housing and rapid rehousing programs. In addition, CDBG funding supports the City of Boston Rental Assistance Fund (BRAAF), which provides start up cost assistance and short-term rental assistance and stabilization services to formerly homeless persons.
	Basis for Relative Priority	Boston has approximately 5600 homeless persons and 23,890 households with "worst case housing needs" who are considered at risk of becoming homeless (households with incomes up to 30% of the area median income that are paying over 50% of their household income for housing costs).
4	Priority Need Name	Supportive Housing for Persons with AIDS
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Persons with HIV/AIDS Persons with HIV/AIDS and their Families
	Associated Goals	Increase Housing Options for HIV/AIDS
	Description	This program provides housing related services to Persons with HIV/AIDS using HOPWA funds primarily to provide tenant-based rental assistance and supportive services. The funds are awarded to the City of Boston to provide housing assistance in the Greater Boston Area, including Suffolk, Norfolk and Plymouth Counties.

	Basis for Relative Priority	There are 6,777 persons living with AIDS/HIV in the Boston EMSA; 5,000 or 74% of these persons with HIV/AIDS live in the City of Boston. One of the most significant problems faced by low-income persons with AIDS is retaining or obtaining affordable housing. Persons with HIV/AIDs often lose employment due to illness-related problems.
5	Priority Need Name	Community Development - Public Services
	Priority Level	High
	Population	Extremely Low Low Large Families Families with Children Elderly Public Housing Residents
	Associated Goals	Provide business technical assistance
	Description	Fund programs and services aimed at employing people in career sectors that provide them with long-term economic stability.
	Basis for Relative Priority	Targeted services are designed to assist low and moderate income residents to achieve economic self-sufficiency and reduce poverty.
	6	Priority Need Name
Priority Level		High
Population		Non-housing Community Development
Geographic Areas Affected		Allston Village Main Street Bowdoin/Geneva Main Street Brighton Main Street
Associated Goals		Increase employment opportunities

	Description	<p>Assistance is provided to businesses that will either create additional jobs and/or provide expanded services to low and moderate income areas.</p> <p>Services include business technical assistance, microenterprise technical assistance, financial assistance, guidance and services, development and enhancement of tools to assist small businesses that demonstrate a need.</p>
	Basis for Relative Priority	Projects either create or retain jobs for low-income persons or provide services such as restaurants, grocery stores, etc. in low and moderate income areas.
7	Priority Need Name	Revitalize Neighborhood Business Districts
	Priority Level	High
	Population	Non-housing Community Development
	Geographic Areas Affected	Allston Village Main Street Bowdoin/Geneva Main Street Brighton Main Street
	Associated Goals	Improve Neighborhood Storefronts Revitalize Business Districts
	Description	<p>Boston Main Streets provides assistance to designated Main Street districts in 5 areas: 1. Design, 2. Organizational, 3. Promotional, 4. Economic Restructuring and 5. Technology.</p> <p>The ReStore program provides financial assistance for moderate to substantial exterior, facade improvements, signage and window graphics for businesses located in neighborhood commercial areas.</p>
	Basis for Relative Priority	Attractive neighborhood commercial districts are important to creating a strong business district and encourage private investment. They also contribute to public safety and the property values of the surrounding residential areas. CDBG funds are used for projects in low/mod areas, local funds are used for projects in non-low/mod areas.
8	Priority Need Name	Brownfield Sites
	Priority Level	High
	Population	Non-housing Community Development

	Associated Goals	Abate Brownfields Sites for Redevelopment
	Description	Investigate, test, analyze, and remove environmental hazards (i.e. oil and gasoline) on foreclosed and surplus buildings and land in order to protect public health and safety. Further, this program identifies potential risks of exposure to contaminants, prioritizes risks, and undertakes steps to mitigate exposure to allow redevelopment of abandoned and underutilized properties.
	Basis for Relative Priority	The City owns many sites that pose a risk to the health and safety of abutting residents and are difficult to redevelop due to the presence of environmental hazards.
9	Priority Need Name	Community Development - Public Facilities
	Priority Level	Low
	Population	Non-housing Community Development
	Associated Goals	Improve quality of neighborhood facilities
	Description	<p dir="ltr">Assist community-based not-for-profit organizations to undertake capital improvements to their facilities. Assist community groups to implement small-scale service projects. Fund capital improvements of city-owned neighborhood clocks, benches, banners, and plantings.</p>
	Basis for Relative Priority	The strength of Boston's neighborhoods lies in the rich blend of the people that live in them, the businesses that operate there, and the non-profit organizations that open their doors to the public to create common ground. Yet many small non-profit facilities must struggle to survive; the vibrancy these organizations or institutions add to the health of the neighborhood often goes unnoticed. The City of Boston wants to support those organizations that are invested in our neighborhoods by investing in them.
10	Priority Need Name	Redevelop city-owned vacant land and buildings
	Priority Level	High
	Population	Non-housing Community Development
	Associated Goals	Support Development Community Gardens Reduce City's inventory buildings and land Maintain City-owned building and lots Demolish Blighted Buildings

	Description	A variety of programs designed to restore City-owned vacant land and properties to productive use. The work involves maintenance, site assessment and disposition of residential, commercial and industrial properties acquired through tax foreclosure and surplus.
	Basis for Relative Priority	Vacant properties are blight in the neighborhood and lost revenue for the City.
11	Priority Need Name	Acquisition of existing units
	Priority Level	High
	Population	Low Moderate Middle Large Families Families with Children
12	Priority Need Name	Emergency Shelter
	Priority Level	High
	Population	Extremely Low Low Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Victims of Domestic Violence Unaccompanied Youth
13	Priority Need Name	Public Services
	Priority Level	High

	Population	Extremely Low Low Moderate Large Families Families with Children Elderly
	Associated Goals	Increase self-sufficiency low-income residents Provide Housing Stabilization Services Prevent Loss Subsidized Housing Stock Provide technical assistance to owners and renters

SP-30 Influence of Market Conditions – 91.215 (b)

Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	High market-rate rents in most neighborhoods of Boston combined with Fair Market Rents that lag significantly behind actual rents will limit the ability of Housing Choice Voucher holders and holders of other forms of TBRA such as Shelter Plus Care to successfully obtain rental housing.
TBRA for Non-Homeless Special Needs	Same as above.
New Unit Production	The recovery of the housing market combined with rising market-rate rents has already spurred an increase in new housing unit production, especially market-rate rental housing. The City has set an aggressive target of creating 53,000 new housing units by 2030.
Rehabilitation	The recovery of the housing market has restored much of the equity lost during the housing market crash. This combined with a large volume of maintenance deferred during the downturn and historically low interest rates should support an increase in rehab activity, especially homeowner rehab. This is being borne out by increased demand for DND’s rehab programs.
Acquisition, including preservation	The volume of sales is lagging despite low interest rates. The strong market-rate rental housing market is making the conversion of subsidized rental housing to market rate housing an attractive opportunity for the owners of such properties. Properties with expiring use restrictions are now more at-risk of being lost to the affordable housing stock, making preservation more of a priority.

Table 3 – Influence of Market Conditions

SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

Introduction

For the most part, our CDBG, HOME, HOPWA and ESG funds will be used to continue very effective programs. about 63% of the HUD funds support **15** housing and homeless programs

CDBG funds also support our economic development, public service and property management programs.

Any funding increase in CDBG or HOME programs will support affordable housing production or rental housing productions.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	17,229,498	4,000,000	5,535,880	26,765,378	69,000,000

City of Boston, Consolidated & Strategic Plan: July 1, 2018 to June 30, 2023

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	5,863,642	1,200,000	0	7,063,642	23,000,000
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	2,588,781	0	263,583	2,852,364	10,000,000

City of Boston, Consolidated & Strategic Plan: July 1, 2018 to June 30, 2023

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	1,418,872	0	190,000	1,608,872	5,600,000
Competitive McKinney-Vento Homeless Assistance Act	public - federal	Supportive services	26,000,000	0	0	26,000,000	104,000,000
Other	public - federal	Admin and Planning	355,000	0	0	355,000	45,000
Other	public - federal	Homeowner rehab	1,775,574	0	0	1,775,574	3,000,000
Other	public - federal	Other	183,667	0	0	183,667	730,000
Other	public - state	Other	120,000	0	0	120,000	400,000

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$	
Other	public - local	Admin and Planning	5,605,248	0	0	5,605,248	20,000,000
Other	public - local	Economic Development	384,525	0	0	384,525	144,400
Other	public - local	Housing	32,893,794	0	0	32,893,794	124,000,000

Table 4 - Anticipated Resources

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

The HOME match is documented every year in Boston’s annual performance report (CAPER) and is met by a combination of State rental assistance and non-Federal funds such as Inclusionary Development, Neighborhood Development Fund, etc. We leverage **\$14.36** in additional financing for every dollar in HOME assistance the City provides, earning Boston a leverage ranking in the 100th percentile nationally based on HUD’s HOME Program Performance Snapshot (3/31/18).

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

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

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

This website: <https://buildinghousing.boston.gov/> was developed to make it easy for the public to be more fully informed about all active real estate disposition projects undertaken by the Department of Neighborhood Development. It also provides an online mechanism for residents to offer their opinions about any of DND's active real estate disposition projects.

An **Acquisition Loan Fund** administered by DND's Neighborhood Housing Development division was created last year to assist community based organizations to acquire land, industrial property or vacant residential property for redevelopment to low or moderate income housing.

The **Neighborhood Homes Initiative (NHI)** uses city-owned land to create affordable homeownership opportunities for a range of middle-class homebuyers. DND will be selling approximately 250 parcels of City-owned land for these homes and will provide subsidies to developers to ensure that these homes are priced affordably. Homes will be priced between \$284,000 - \$425,000, and will be affordable to households with a combined income between \$60,000 - \$100,000. The affordable homes produced through NHI will have a 50-year resale restriction to provide affordability for future generations of homebuyers. There are currently 247 parcels in the NHI pipeline.

SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Department of Neighborhood Development	Government	Homelessness Non-homeless special needs Ownership Planning Public Housing Rental neighborhood improvements	Jurisdiction
Mayor's Office Economic Development	Subrecipient	Economic Development	Jurisdiction
Mayor's Office Workforce Development	Subrecipient	public services	Jurisdiction
Boston Housing Authority	PHA	Public Housing	Jurisdiction
BOSTON MAIN STREETS	Subrecipient	Economic Development	Other
CITY OF BOSTON FAIR HOUSING COMMISSION	Government	public services	Jurisdiction
Metropolitan Boston Housing Partnership, Inc.	Subrecipient	Rental	Region
DORCHESTER BAY ECONOMIC DEVELOPMENT CORP	CHDO	Rental	Jurisdiction
CODMAN SQUARE NEIGHBORHOOD DEVELOPMENT CORPORATION	CHDO	Rental	Jurisdiction

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
JAMAICA PLAIN NEIGHBORHOOD DEVELOPMENT CORPORATION	CHDO	Rental	Jurisdiction
NUESTRA COMUNIDAD	CHDO	Rental	Jurisdiction
URBAN EDGE HOUSING Corporation	CHDO	Rental	Jurisdiction
VIET AID	CHDO	Rental	Jurisdiction

Table 5 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

Boston is fortunate to have an extremely well-developed and experienced institutional infrastructure for the delivery of housing and community development programs. The table above lists just the major organizations. It is not feasible to list all of the hundreds of organizations the City contracts with each year. Out of the City's 20 CDCs, we have singled out the current designated CHDOs in Table 49. Selection of many sub recipients will occur through a competitive Request for Proposals that will be issued at different times throughout the year. We do not feel that there are any major gaps in the institutional delivery system at this time.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X		
Rental Assistance	X	X	X
Utilities Assistance	X	X	X
Street Outreach Services			
Law Enforcement	X	X	X
Mobile Clinics	X	X	X
Other Street Outreach Services	X	X	X

Supportive Services			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	X
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X
Other			
	X	X	X

Table 6 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The CoC Coordinated Entry Steering Committee and CoC Leadership Council are charged with overseeing implementation strategies regarding housing and services that will lead to the overall reduction in homelessness in Boston. In addition, there are Leadership Teams for the initiatives to end Veteran homelessness and chronic homelessness. The Steering Committee and Leadership Teams meet monthly to review progress and implementation strategies, and companion working groups for priority populations meet weekly to ensure that individuals are being assisted effectively to move from homelessness to housing. All strategies use a Housing First framework and approach.

In addition to the existing strategies, the City hired a consulting team in early 2018 to develop a strategic plan to prevent and end homelessness among youth and young adults. On Friday, April 28th Mayor Martin J. Walsh joined members of the City’s Youth Action Board to launch Rising to the Challenge: Ending Youth & Young Adult Homelessness in Boston, the City of Boston’s community planning process centered around preventing and ending homelessness among unaccompanied youth and young adults. The Youth Action Board is the City’s consumer advisory group of youth and young adults who have current or former experience with homelessness or housing instability. Rising to the Challenge gathered community partners to launch the 4-month process of developing the first draft of this comprehensive plan.

The City also hired a consulting team in spring 2018 to assess and transform the emergency shelter system to ensure homelessness in Boston is:

Rare - shelter is accessed only by those who need it, reducing demand on shelters and diverting those who have other options;

Brief - shelter operates in a manner that ensures people experiencing homelessness exit to housing as quickly as possible;

Non-recurring - recidivism rates are lowered and people returning to shelter who are currently housed are redirected to more appropriate resources

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The Department of Neighborhood Development (DND), on behalf of the City of Boston (MA-500), is the Collaborative Applicant for the annual Continuum of Care competition. DND is also the HUD grantee for HOPWA, ESG and CDBG formula funding. This allows for the coordination of resources as required by the Consolidated Plan. The CoC is in the final year of its current action plan (***Boston's Way Home***) to end homelessness for veterans and those experiencing chronic homelessness.

SP-45 Goals Summary – 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Improve the quality of owner housing	2018	2023	Affordable Housing		Affordable Housing - Rehab of Existing Units	CDBG: \$4,519,724 Housing 2030: \$3,015,000 Operating Funds: \$373,422	Homeowner Housing Rehabilitated: 1600 Household Housing Unit
2	Increase supply of lead safe housing	2018	2022	Affordable Housing		Affordable Housing - Rehab of Existing Units	CDBG: \$366,234 Lead Hazard Control: \$1,650,124	Homeowner Housing Rehabilitated: 90 Household Housing Unit
3	Improve quality existing affordable rental housing	2018	2022	Affordable Housing		Affordable Housing - Rehab of Existing Units	CDBG: \$2,957,831 Operating Funds: \$21,031	Rental units rehabilitated: 257 Household Housing Unit
4	Increase supply of affordable housing	2018	2022	Affordable Housing		Affordable Hsg. Rental & Homeownership	CDBG: \$1,245,993 HOME: \$6,058,345 Housing 2030: \$4,750,000 Inclusionary Dev Fund (IDP): \$21,447,534 Operating Funds: \$128,636	Rental units constructed: 681 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Housing Related Services to Homeless	2018	2022	Homeless		Housing -Related Services to Homeless	CDBG: \$334,620 Competitive McKinney-Vento Homeless Assistance Act: \$26,368,398 Housing 2030: \$1,523,420 Operating Funds: \$114,786	Housing for Homeless added: 1800 Household Housing Unit
6	Increase Housing Options for HIV/AIDS	2018	2022	Non-Homeless Special Needs		Supportive Housing for Persons with AIDS	HOPWA: \$2,852,364	Housing for People with HIV/AIDS added: 140 Household Housing Unit
7	Support Development Community Gardens	2018	2022	Public Facilities		Redevelop city-owned vacant land and buildings	CDBG: \$1,031,569	Other: 4 Other

City of Boston, Consolidated & Strategic Plan: July 1, 2018 to June 30, 2023

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Abate Brownfields Sites for Redevelopment	2018	2022	Test and remediate brownfield sites		Brownfield Sites	CDBG: \$556,845 EPA Brownfields: \$133,333 Economic Development Initiative (EDI): \$50,334 Operating Funds: \$148,695	Other: 100 Other
9	Increase self-sufficiency low-income residents	2018	2022	Public Service		Public Services	CDBG: \$2,677,399 Choice Neighborhoods: \$30,000	Public service activities other than Low/Moderate Income Housing Benefit: 3000 Persons Assisted
10	Improve quality of neighborhood facilities	2018	2022	Non-Housing Community Development		Community Development - Public Facilities	CDBG: \$647,639	Other: 30 Other
11	Improve Neighborhood Storefronts	2018	2022	Non-Housing Community Development	Allston Village Main Street Bowdoin/Geneva Main Street Brighton Main Street	Revitalize Neighborhood Business Districts	CDBG: \$1,105,809 Choice Neighborhoods: \$50,000 Neighborhood Dev Fund (NDF): \$60,000	Facade treatment/business building rehabilitation: 80 Business

City of Boston, Consolidated & Strategic Plan: July 1, 2018 to June 30, 2023

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
12	Increase employment opportunities	2018	2022	Non-Housing Community Development		Employment Opportunities	CDBG: \$885,477	Jobs created/retained: 100 Jobs
13	Improve Access to Affordable Owner Housing	2018	2022	Affordable Housing		Affordable Hsg. Rental & Homeownership	CDBG: \$702,886 Choice Neighborhoods: \$175,000 Housing 2030: \$1,000,000 Operating Funds: \$238,852	Direct Financial Assistance to Homebuyers: 105 Households Assisted
14	Support CHDOs	2018	2022	Operating Support		Affordable Hsg. Rental & Homeownership	HOME: \$305,465	Other: 6 Other
15	Provide Housing Stabilization Services	2018	2022	Housing Stability Services		Public Services	CDBG: \$945,195 Housing 2030: \$767,300 Operating Funds: \$598,389	Public service activities for Low/Moderate Income Housing Benefit: 225 Households Assisted
16	Prevent Loss Subsidized Housing Stock	2018	2022	Affordable Housing		Public Services	CDBG: \$160,573 Housing 2030: \$180,000	Public service activities for Low/Moderate Income Housing Benefit: 2000 Households Assisted

City of Boston, Consolidated & Strategic Plan: July 1, 2018 to June 30, 2023

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
17	Revitalize Business Districts	2018	2022	Non-Housing Community Development	Allston Village Main Street Bowdoin/Geneva Main Street Brighton Main Street	Revitalize Neighborhood Business Districts	CDBG: \$1,551,157 Neighborhood Dev Fund (NDF): \$230,000 Operating Funds: \$350,000	Jobs created/retained: 500 Jobs
18	Provide business technical assistance	2018	2022	Non-Housing Community Development		Community Development - Public Services	CDBG: \$811,318 Neighborhood Dev Fund (NDF): \$27,500	Businesses assisted: 700 Businesses Assisted
19	Reduce City's inventory buildings and land	2018	2022	Sell surplus building and land		Redevelop city-owned vacant land and buildings	CDBG: \$73,000 Operating Funds: \$534,881	Other: 26 Other
20	Maintain City-owned building and lots	2018	2022	property management		Redevelop city-owned vacant land and buildings	CDBG: \$189,500 Operating Funds: \$1,209,943	Other: 1 Other
21	Demolish Blighted Buildings	2018	2022	Demolition		Redevelop city-owned vacant land and buildings	CDBG: \$324,061	Buildings Demolished: 2 Buildings
22	Expand Fair Housing Choice	2018	2022	Public Service - fair housing access			CDBG: \$486,976	Public service activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted

City of Boston, Consolidated & Strategic Plan: July 1, 2018 to June 30, 2023

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
23	Provide Research and Reports	2018	2022	research and reports			CDBG: \$416,580 Operating Funds: \$93,870	Other: 1 Other
24	Administration	2018	2022	Administration			CDBG: \$3,526,046 HOME: \$699,831 Choice Neighborhoods: \$100,000 Inclusionary Dev Fund (IDP): \$150,540 Lead Hazard Control: \$125,450 Neighborhood Dev Fund (NDF): \$67,025 Operating Funds: \$1,631,492	Other: 1 Other
25	Provide technical assistance to owners and renters	2018	2022	Affordable Housing		Public Services	CDBG: \$748,931 Div of Banks: \$120,000 Inclusionary Dev Fund (IDP): \$60,000 Operating Funds: \$161,251	Public service activities for Low/Moderate Income Housing Benefit: 4000 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
26	Essential Services to Unsheltered Homeless	2018	2022	Homeless		Housing -Related Services to Homeless	ESG: \$1,608,872	Tenant-based rental assistance / Rapid Rehousing: 160 Households Assisted
27	Whittier Choice Grant	2018	2022	Affordable Housing	Whittier Street Choice Neighborhoods	Affordable Hsg. Rental & Homeownership	Choice Neighborhoods: \$500,000	

Table 7 – Goals Summary

Goal Descriptions

1	Goal Name	Improve the quality of owner housing
	Goal Description	This program includes a combination of grants, deferred payment loans, and technical assistance to Boston's homeowners in making needed improvements to their properties. The program has multiple components: 1) Deferred loans for repairs of owner-occupied 1-4 family properties of up to \$10,000 for a condominium unit, up to \$20,000 for a one to four-family ; 2) Deferred loans of up to \$30,000 for repairs for owner occupants of triple decker properties; one-third of the funds must be used for exterior repairs; 3) Deferred loans up to \$35,000 for low income senior citizens to undertake moderate rehabilitation projects; 4) Emergency grants of up to a maximum of \$5,000 per building to assist seniors with immediate health and safety repairs; 5) Seniors Save program provides senior homeowners with assistance to replace heating systems 12 years or older with a grant of \$3,500 per homeowner and a deferred loan for the remaining balance. Households over 120% AMI receiving loans of any type must provide a 100% match to loan provided by the City. The loans are interest-free, and are repayable if the unit is sold, refinanced or at the end of the buyer's primary residency.
2	Goal Name	Increase supply of lead safe housing
	Goal Description	This program assists qualified homeowners or investor owners to de-lead their properties, reducing the risk of lead paint poisoning of children. The program offers no payment 0% deferred loans up to \$8,500 per unit (forgivable after five years) to assist with lead abatement while requiring the property owners to maintain affordable rents. The loans are interest-free, and are repayable if the property owner does not follow terms and conditions of the loan, or property is sold or refinanced within 5 years. Program is available to income eligible owner occupied property and property owners that rent to income eligible tenants. First priority for the funding requested is to those properties citywide where a child under age 6 has already been reported to have an elevated blood lead level (EBLL) by Boston Public Health Commission and priority to new property owners assisted by DND and landlords that participate in tenant-based Section 8 voucher program.

3	Goal Name	Improve quality existing affordable rental housing
	Goal Description	<p>This program provides loans to private and non-profit developers through Competitive Funding Rounds to help support the acquisition and/or rehabilitation of occupied buildings in order to capture or preserve affordable housing. The loans are primarily provided to existing multifamily rental and cooperative projects that are occupied by low and moderate income tenants. Decisions are made in conjunction with the State's Consolidated funding rounds for HOME, HSF, HIF, CIPF, LIHTC, et cetera. The focus of the program is to prevent displacement and the loss of housing opportunities and securing long term affordability. Projects with 10 or more rental units are required to set aside at least 10% of the units for homeless households with incomes or no more than 30% AMI. This set-aside of units is achieved through normal turnover of rental units over time. In addition, technical assistance is provided to previously funded developments seeking capital resources to stabilize developments and provide capital improvements that will improve the operations, stabilize tenancies, and preserve and extend affordability.</p>

4	Goal Name	Increase supply of affordable housing
	Goal Description	<p>This program provides loans to not-for-profit and for-profit developers to create new housing units for low, moderate and middle-income households through new construction, rehabilitation, or adaptive re-use of vacant buildings. The developments may provide affordable rental or ownership opportunities to income qualified households. The program consists of several components: (1) Funding Requests for Proposals - which seek to solicit worthy multifamily rental, mixed use and cooperative developments or turnkey homeownership developments that would be selected for funding under the criteria outlined in the RFP and align with identified housing needs. Funding decisions are made in conjunction with the State's consolidated funding round for HOME, HSF, HIF, LIHTC, and other resources that assist with the development of affordable housing for families, individuals, homeless or other targeted populations. Rental developments with 10 units or more, must set-aside at least 10% of units for homeless households. and ownership developments must adhere to DND's policies on household size, owner occupancy, and long term affordability; (2) Housing for Homeless Households - multi-family permanent rental housing providing stabilization services to the tenants, including SRO's and family sized units for homeless households and individuals. Developments may access funding through the competitive funding round process or may be considered for funding independent of the funding round; and (3) Land and Funding opportunities - which utilizes City-owned land as a resource to help to create new housing opportunities, including affordable ownership for moderate and middle income households, and affordable rental opportunities for a wide range of incomes, from homeless households to unrestricted market units. Appropriate sites are offered for development as housing, Criteria for the housing program is developed in conjunction with the communities and stakeholders located in the immediate area of the site and associated funding may be offered in the RFP that would allow the development to make the housing affordable to low, moderate and middle income households.</p>

5	Goal Name	Housing Related Services to Homeless
	Goal Description	This program provides housing-related services to the homeless. It is funded primarily through HUD's Continuum of Care (CoC) Programs. The CoC program funds permanent supportive housing, rapid rehousing and support services. CoC funds prioritize programs that serve the chronically homeless and families in rapid rehousing programs. 95% of CoC funds support permanent supportive housing and rapid rehousing programs. In addition, CDBG funding supports the City of Boston Rental Assistance Fund (BRAAF), which provides startup cost assistance and short-term rental assistance and stabilization services to formerly homeless persons.
6	Goal Name	Increase Housing Options for HIV/AIDS
	Goal Description	This program provides housing related services to Persons with HIV/AIDS using HOPWA funds primarily to provide tenant-based rental assistance and supportive services. The funds are awarded to the City of Boston to provide housing assistance in the Greater Boston Area, including Suffolk, Norfolk and Plymouth Counties.
7	Goal Name	Support Development Community Gardens
	Goal Description	This program supports the development of community gardens. The program provides grant funds, city-owned land, and technical assistance to neighborhood groups and nonprofits that want to organize, develop, own, manage, and maintain community gardens and open space in low and moderate income neighborhoods. Typically, projects are funded in two phases. Requests for Proposals are issued offering land and funding that will assist with the creation of community garden space that will provide low and moderate income residents in the area with the opportunity to establish gardens and grow healthy food for families and the community. Sites are selected through consultation with the local residents and stakeholders and RFPs require that the land be restricted to open space uses with the resulting garden under stable ownership with long term maintenance plans. No CDBG funds are used for on-going maintenance at these properties.

8	Goal Name	Abate Brownfields Sites for Redevelopment
	Goal Description	This program investigates tests, analyzes, and removes environmental hazards (i.e. oil and gasoline) on foreclosed and surplus buildings and land in order to protect public health and safety. Further, this program identifies potential risks of exposure to contaminants, prioritizes risks, and undertakes steps to mitigate exposure to allow redevelopment of abandoned and underutilized properties. A licensed site professional (LSP) oversees assessment and cleanup actions on sites with identified contaminant releases and ensures that such actions are performed in compliance with the Massachusetts Contingency Plan (MCP).
9	Goal Name	Increase self-sufficiency low-income residents
	Goal Description	This project targets programs and services aimed at employing people in career sectors that provide them with long-term economic stability. Programs and services are offered locally in neighborhood facilities such as community schools or non-profit offices. All programs target residents with a household income at or below 80% of the area median. Certain programs seek to reach the homeless population.
10	Goal Name	Improve quality of neighborhood facilities
	Goal Description	This program provides matching grants to community-based not-for-profit organizations to undertake capital improvements to their facilities. Not-for-profit organizations are eligible to receive matching grants of up to \$20,000 and emergency grants of up to \$15,000. This program also provides matching grants of up to \$2,500 to community groups to implement community service projects. This program also funds capital improvements of city-owned neighborhood clocks, benches, banners, and plantings. Funds are made available through a competitive request for proposals.

11	Goal Name	Improve Neighborhood Storefronts
	Goal Description	<p>This city-wide Storefront Improvement Program, which includes Boston's Main Streets Districts, provides matching grants up to a maximum of \$75,000 per project and \$10,000 per storefront for moderate to substantial exterior and/or facade improvements for businesses located in neighborhood commercial areas. This program also funds exterior amenities (e.g., seating, new landscaping). The primary focus of this program is targeting businesses in recognized business districts. A separate signage component provides grants up to \$5,000 on a non-matching basis to provide quality improvements to signage proposals. Grants are also available on a non-matching basis to facilitate the removal of roll-down grates or specific security enhancements. Design assistance is available to participating projects. All sign and facade improvement proposals are subject to OBD design review and approval. There is also be a limited number of high impact projects with funding up to \$15,000 per storefront and design assistance.</p>
12	Goal Name	Increase employment opportunities
	Goal Description	<p>This program has five components related to the creation of new permanent jobs and the improvement of targeted neighborhoods: a) non-conventional real estate loans for economic development projects for rehabilitation, construction, and acquisition to cover the gap between the amount of financing needed and the amount that conventional lenders can underwrite; b) business loans to support economic development projects by financing the purchase of equipment, fixtures, inventory, leasehold improvements and working capital; c) loans to non-profit educational and community institutions (including faith-based organizations for non-religious purposes) for limited capital improvements; and d) working capital loans to assist new and growing businesses. The following priority loans will be provided: loans to facilitate the construction of stalled projects that include commercial space; assistance to new and existing businesses in commercial districts, including working capital and leasehold improvements.</p>

13	Goal Name	Improve Access to Affordable Owner Housing
	Goal Description	This program provides down payment assistance loans to first time homebuyers with an income of up to 120% AMI. Working with a City of Boston participating lender, eligible applicants can receive up to 5% of the sales price for a condominium, 1, 2 or 3 family property depending on the loan product. The loans are interest-free, and are repayable if the unit is sold, refinanced or at the end of the buyer's primary residency.
14	Goal Name	Support CHDOs
	Goal Description	This program provides HOME funds for the operating expenses of certified Community Housing Development Organizations (CHDO) engaged in the housing development and preservation of affordable housing that will receive HOME funding. At the time of each commitment, the organization must certify that they meet the requirements of the CHDO definition, including the Board composition, development experience of staff and that they have a HOME eligible development that is likely to begin construction within 24 months of the CHDO Operating award of funds. Individual contracts are executed with each certified CHDO. Funds are awarded under competitive funding rounds each year with the following year dependent upon performance in the previous year, along with yearly recertification. The personnel services charged in this program is Home administration cost.

15	Goal Name	Provide Housing Stabilization Services
	Goal Description	<p>This program provides housing stability services to Boston residents. Funding is used to support the Emergency Fire Fund, which provides a temporary hotel stay and relocation assistance to households displaced by fire, a Homelessness Prevention Program that reduces the number of subsidized evictions, and the Emergency Housing Assistance Program that provides emergency housing placement services for fire victims and other vulnerable residents facing immediate displacement, and Housing counseling, search, and referral services provided through contracts with community-based nonprofit organizations.</p>
16	Goal Name	Prevent Loss Subsidized Housing Stock
	Goal Description	<p>This program supports low and moderate-income residents of HUD-financed multifamily rental properties to preserve the affordability of the buildings, maintain their affordable rents, and build resident communities. It is focused on three main categories: HUD Expiring Use, existing rental properties supported by long-term Section 8 Project Based contracts, and properties that fall under the State's 40T regulations. Residents in these properties are "at risk" to varying degrees of dislocation, severe rent increases, substandard physical conditions, and/or dangerous social conditions. The program works through the Community Economic Development Corporation (CEDAC) that provides organizational and project development consulting services to resident organizations and nonprofit entities. This assistance enables tenants to participate meaningfully in redevelopment and financial stabilization decisions that directly impact them. In addition to the technical assistance to the tenant groups and non-profits around acquisition helps to ensure long term affordability is maintained. CEDAC provides pre-development funding through a revolving loan fund to organizations to establish and ensure the feasibility of the projects to support the redevelopment of these developments. This program also supports the Boston Tenants Organizing Project (BTOP). Through BTOP, CEDAC provides support to tenants with the technical assistance and organizing tools to deal fairly with current and potential owners.</p>

17	Goal Name	Revitalize Business Districts
	Goal Description	<p>This program provides five different types of assistance to support the efforts of designated Main Streets districts. The five types of assistance include: design assistance to shape the physical Image of district, organizational assistance to build strong Main Streets organizations; promotional assistance to help promote local businesses; economic restructuring support to retain and recruit businesses; and assistance in the use of technology. Additionally the Main Street's programs work closely with the Business Technical Assistance Program providing direct business assistance, workshops, seminars and trainings and ReStore program to access design and financial assistance to improve the appearance of storefronts within the districts.</p>
18	Goal Name	Provide business technical assistance
	Goal Description	<p>This citywide program provides business technical assistance, microenterprise technical assistance, financial assistance, guidance and services, development and enhancement of tools to assist small businesses that demonstrate a need. These services include On-site Business Assistance, In-depth business operations consulting, in financial management coaching, technology consulting, and comprehensive business coaching (operations, legal, marketing; coordination of business assistance providers, workshops and seminars for small business owners and aspiring entrepreneurs. The Women Entrepreneurs Boston (WEBOS) seeks to better connect Boston's women-owned business to one another and to the City through educational programming, round table discussions, and networking events. The program also includes funds necessary for marketing, printing, training, and office equipment; as well as programs to reduce business costs and increase business efficiencies (e.g., Boston Buying Power).</p>

19	Goal Name	Reduce City's inventory buildings and land
	Goal Description	<p>This program has a building and a land component. The building component sells city-owned tax-foreclosed and surplus properties to owners that will rehabilitate the properties and put them back on the tax rolls. Properties are sold through Request for Proposals (RFPs). Repairs are frequently made to the properties prior to the sales. The land component has five sub-components: 1) commercial land disposition: this component sells developable parcels through RFPs to neighborhood businesses for the purpose of providing support to strengthen or expanding their businesses; 2) Neighborhood Homes Initiative (NHI): sells by RFP, developable land to neighborhood builders and contractors to construct new housing that is affordable to middle income families; 3) Yard Sale: sells small, unbuildable parcels to direct residential abutters for open space uses to enhance their quality of life; 4) Public Open Space: transfers parcels to other public or private agencies for permanent open space management; 5) Urban Agriculture and Community Garden/Park Open Space: sells open space for either agricultural farming or to community groups that will maintain the land as open space to benefit the health and well-being of the community.</p>
20	Goal Name	Maintain City-owned building and lots
	Goal Description	<p>This program makes needed emergency repairs, such as boarding, to prevent illegal entry of city-owned properties acquired through the City tax foreclosure process and readies city-owned properties for disposition. Repairs are done to maintain the integrity of the structures and to maintain the habitability of occupied units. Upon completion of the repairs, the properties comply with all health and safety codes. Relocation of residents is undertaken pursuant to the City's Optional Relocation Policy or the federal Uniform Relocation Act, as applicable. No CDBG funds are used for ongoing maintenance at these properties. Snow removal and lot clearance activities are also part of the property management program. This program also includes capital improvements on DND managed municipal facilities. The capital projects are managed by the City's Property and Construction Management Department.</p>

21	Goal Name	Demolish Blighted Buildings
	Goal Description	This program demolishes key blighted properties that pose a threat to the public safety or those identified by residents as significant eyesores in their neighborhoods. The buildings to be demolished will be vacant and will be deemed infeasible for rehabilitation.
22	Goal Name	Expand Fair Housing Choice
	Goal Description	Through the Office of Fair Housing and Equity, this program increases housing choice through maintaining a database of housing availability, education and outreach, housing search assistance, policy development, enforcing fair housing laws, and ensuring the affirmative marketing of city assisted housing developments.
23	Goal Name	Provide Research and Reports
	Goal Description	This program provides timely and strategic research, analysis, maps and reports to DND's Director and staff, the Mayor's Office, other City agencies, and to support special initiatives such Housing Boston 2030. The Policy Development & Research program is also responsible for preparing official documents for submission to HUD and other Federal and state agencies, including the Department of Housing and Urban Development (HUD) Consolidated Plan, Annual Action Plan, and the Consolidated Annual Performance and Evaluation Report (CAPER). PD&R's Compliance Unit is responsible for monitoring affordability restrictions, conducting environmental reviews and ensuring project eligibility under HUD regulations.

24	Goal Name	Administration
	Goal Description	This program provides oversight and management of the department and coordination of all departmental administrative, financial, auditing and grant functions and responsibilities. The following units are included within this program: Accounting & Finance, Administrative Services & Building Management, Budget, Contracts, Human Resources, Legal, Loan Portfolio Management, Innovation & Technology, Marketing, Public/Media Relations, and Records Management.
25	Goal Name	Provide technical assistance to owners and renters
	Goal Description	This program has four components to assist homebuyers and homeowners. They are: 1) Information and outreach provided by the Boston Home Center; 2) Education which includes seminars, workshops and courses such as Homebuying 101, offered around the City; and 3) Foreclosure Prevention and Intervention, which assists homeowners at risk of losing their homes and 4) Certifying incomes for homebuyers entering lotteries for Neighborhood Housing Initiative program properties and certifying incomes for homebuyers wanting to purchase a DND deed-restricted property marketed by the developer or as part of a resale process.
26	Goal Name	Essential Services to Unsheltered Homeless
	Goal Description	This program provides essential services to the unsheltered homeless, essential services and operating costs for street outreach, homelessness prevention services that prevent individuals and families from losing their housing and rapid re-housing services to those who become homeless. ESG funds are also used to fund the City of Boston Continuum of Care Homeless Management Information System, a web-based data collection system that collects client level data and tracks outcomes for Boston's homeless.
27	Goal Name	Whittier Choice Grant
	Goal Description	DND is co-grantee with BHA for the Whittier Choice grant. DND committed \$1.6 million in CDBG funds over the grant period.

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 91.315(b)(2)

Over the 5-year period of this Consolidated Plan, we estimate provide affordable housing to 4905 families.

SP-50 Public Housing Accessibility and Involvement – 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

Not applicable

Activities to Increase Resident Involvements

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

Is the public housing agency designated as troubled under 24 CFR part 902? NO

SP-55 Barriers to affordable housing – 91.215(h)

Barriers to Affordable Housing

High Land Costs and Lack of Available Land: Among the most significant barrier to the development of affordable housing in the City of Boston and throughout the Boston metro area is the high cost of land. For example, according to the Lincoln Land Institute's most recent data from 2016 , (<http://www.lincolninst.edu/subcenters/land-values/metro-area-land-prices.asp>) land costs account for 60.2% of the cost of building housing in Metro Boston compared to just 35.5% in nearby Providence, Rhode Island and 14.7% in Hartford, Connecticut. One of the ways the City of Boston has addressed the high cost of land is by providing city-owned (tax foreclosed) land and buildings at nominal costs for the development of affordable housing. This helps to address both the supply and cost of buildable land.

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

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

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

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

SP-60 Homelessness Strategy – 91.215(d)

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

The City has contracted with Green River to create the Coordinated Access System to streamline Boston's approach to helping homeless individuals' access housing and services. This technology is a key deliverable on the Walsh Administration's **Action Plan To End Chronic Homelessness Among Individuals in Boston**. The federal government defines a person experiencing chronic homelessness as an individual with a disabling condition who has been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years.

Boston is using the Coordinated Access System (CAS) to match its chronically homeless clients residing in shelter or on the streets to Permanent Supportive Housing. CAS ranks chronic clients based on their cumulative days homeless over the last three years and then, using a matching algorithm, automatically refers them to vacancies in programs based on eligibility criteria - ie. veteran status, HIV status, etc. CAS works with shelter case managers, Housing Subsidy Administrators, Supportive Service Providers, and Housing Search Providers to ensure that each step of the client's referral is tracked in a way that is easy and open to all parties involved in the referral. (Features are built in to anonymize matches for clients who wish to remain anonymous in CAS, HIV+ clients, and others in protected categories.) Guests that meet the chronic prioritization order are targeted for engagement by shelter staff or street outreach teams in order to assess their housing and service needs to inform the housing match through CAS. By prioritizing the clients with the largest number of cumulative days homeless, CAS targets the most vulnerable clients in Boston and connects them with the PSH that will most benefit them. CAS is constantly being refined to address new concerns and needs that arise both with the client and within the system itself.

Addressing the emergency and transitional housing needs of homeless persons

Emergency Shelter: Boston currently has 5,374 year round emergency shelter beds. At this time, the City does not have any unmet need for additional emergency shelter beds. The City will use its Emergency Solutions Grant and City operating budget funds to continue to support Boston's Emergency Shelter Network.

Transitional Housing (TH): Boston currently has 572 transitional housing beds. At this time, the City does not have any unmet need for additional transitional housing units/beds and in the 2018 HIC submission, the CoC worked with its transitional housing partners to reallocate remaining TH programs

towards the creation of additional permanent supportive housing for chronically homeless and rapid rehousing programs for families and individuals.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

The Boston CoC continues to make substantial investments in the build out of its Rapid Re-Housing system, including 1.8M in local funds to scale up this intervention and target this resource to chronically homeless, long-term shelter stayers, families and unaccompanied youth. The CoC's 2017 CoC grant application to HUD sought to reallocate the last remaining Transitional Housing program towards the creation of a Rapid Re-Housing program with an employment focus. In total, the CoC 2017 application requested funding for 4 new permanent housing programs that would provide housing to 400 individuals. The City also continues a highly collaborative and successful partnership with the Boston Housing Authority, including the adoption of a Super Priority in the BHA's administrative plan, targeted towards chronically homeless elders. The City is also working with its partners at the State level to investigate the prioritization of resources for people experiencing homelessness.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

As part of its Front Door Triage program, the City is assessing clients that present at shelter to determine if viable alternatives exist that would prevent the client from entering shelter. In the past year, the triage system assessed 2,288 clients. Of those, 192 were successfully diverted from entering shelter and 177 were successfully exited to housing within 30 days for families. The City recognizes the enormous cost that unnecessary evictions of low-income households places on systems of care, not to mention the trauma it inflicts on households. Last year the City created the Office of Housing Stability (OHS) to focus on homelessness prevention. Since opening, OHS has intervened in 252 homeless prevention cases. The Boston CoC continues its partnership with non-profit providers and the Boston Housing Court, in working to prevent the eviction of low-income tenants from subsidized units.

SP-65 Lead based paint Hazards – 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

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

Massachusetts amended its Lead Paint Law as of December 1, 2017 that lowered the definition of lead poisoning in by a venous blood lead test result of 25 µg/dL to 10 ug/dl or greater. Poisoning triggers a mandatory code enforcement of the law (inspections/deleading); Clinical case management services for the family and child, and property owner liability for damages if the property was not in compliance. Additional changes included changing the abatement standards closer to HUD standards that are expected to lower abatement costs by 30%.

The City developed a four-pronged strategy for reducing the number of housing units containing lead-based paint and increasing the inventory of lead-safe housing especially for low and moderate income families: Housing Production, Enforcement, Abatement & Outreach/Education

How are the actions listed above related to the extent of lead poisoning and hazards?

Lead Safe Boston resources are available citywide, but assistance is prioritized as follows:

- First priority is given to addressing lead hazards in properties citywide where a child under age 6 has been found to have an actionable blood lead level under Massachusetts law and the property owner has been ordered by the court to abate the lead hazards.
- Second priority is given to abating lead hazards in properties with a child under age 6 that is located in those neighborhoods where the numbers and incidence rate of elevated blood lead levels is higher than the citywide average (see above table).

In addition, DND works closely with the Boston Housing Authority's Leased Housing Division to abate units being leased by Section 8 certificate holders

How are the actions listed above integrated into housing policies and procedures?

The abatement of lead in existing housing units is an important part of the City's strategy for addressing an impediment to fair housing faced by low-income families with children.

Other DND housing rehab programs (such as HomeWorks and Senior Home Repair) employ lead safe work practices coordinating the scope of work with Lead Safe Boston when there are young children in the household and paint will be disturbed.

SP-70 Anti-Poverty Strategy – 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City provides extensive funding for anti-poverty activities through the **Mayor's Office of Workforce Development (OWD)**. The primary focus of OWD is to enable competitive workforce development initiatives and policies to put Boston's youth and adults on career paths toward economic security. OWD also works closely with other City departments to achieve better coordination and integration of services for Boston residents. Funded services include job training, adult basic education including English as a Second Language (ESL), youth employment and career exploration programs, HiSET (a Massachusetts-accepted High School Equivalency Test), GED programs, and economic security services for seniors and persons with disabilities.

Action for Boston Community Development (ABCD) is Boston's antipoverty agency providing innovative programs that help empower individuals, families, and communities in Boston to overcome poverty, live with dignity, and achieve their full potential. ABCD served more than 95,000 low-income Greater Boston residents last year through its city-wide network of neighborhood-based organizations. ABCD's neighborhood network of Area Planning and Action Councils, Neighborhood Service Centers, and Head Start sites allow the agency to reach residents of every Boston neighborhood, offering a front door to the wide array of services available.

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

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

In 2016 HUD awarded the Boston Housing Authority \$30 million under the Choice Neighborhoods Implementation Grant Program. As part of that application, the City designated the Whittier Street target area as a Neighborhood Revitalization Strategy Area (NRSA) under the Community Development Block Grant (CDBG) program. The NRSA designation provides some additional flexibility in the use of CDBG funds in designated areas.

The primary goal of the Choice Neighborhoods Transformation Plan is to reduce the concentration of poverty in this neighborhood by expanding economic opportunity for neighborhood residents and revitalizing the neighborhood without displacing current residents. To address these challenges, City departments and neighborhood-based partners are coordinating efforts to implement an array of strategies to provide meaningful and comprehensive services that tackle diverse challenges of

affordable housing, quality schools, social service needs and neighborhood violence. Central to this effort is community involvement and neighborhood partnerships as a means to share ideas, information and assess needs.

To learn more about the BHA's Whittier Street Choice Neighborhoods plan, please visit:

<https://www.bostonhousing.org/en/Departments/Planning-and-Real-Estate-Development/Mixed-Finance-Development.aspx>

SP-80 Monitoring – 91.230

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

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

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

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

Rent, Income & Housing Quality Monitoring: The Compliance Unit in DND's Policy Development & Research Division has undertaken a thorough review and clean-up of its affordable housing database which will assist in meeting the requirements of the rent and income certification and housing quality standards under the HOME regulations and City policies. New procedures and technology (Salesforce) are in place to insure on-going compliance. The Boston Housing Authority and DND have been operating under a memorandum of agreement regarding HQS for units subject to inspection by both agencies.

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