

Increasing Impact

*Strengthening the City of Providence
Community Development Grant Program*

Community Development Programs

Major Grant Programs to Community Based Organizations

- Community Development Block Grant (CDBG)
- HOME Investment Partnership
- Housing Opportunities for Person with AIDS (HOPWA)
- Emergency Solutions Grant

Grant/Loan Assistance to City Residents

- Lead Hazard Abatement Program
- Down Payment & Closing Cost
- Emergency Repair
- Senior Repair
- Green & Healthy Homes Initiative Pilot

Community Development Programs

HUD-Funded Grant Programs 2012-2013

\$5,191,611.00

CDBG Total 2012-2013*

\$1,358,589.00

HOME

\$585,586.00

ESG

\$877,009.00

HOPWA

** \$4,696,207.00 PY 2012-2013 CDBG Award + \$498,404.00 Recapture*

Community Development Programs

Community Development Block Grant

- Funds awarded to City by HUD on a formula basis
- Subject to federal appropriation
- Public Facility Improvements, Public Services, Economic Development, & Housing to Benefit Low/Mod Income Residents, Address Slum/Blight, Address Urgent Need
- Competitive Applications Tied to Consolidated Plan

Community Development Programs

HOME

- Funds awarded to City by HUD on a formula basis
- Subject to federal appropriation
- Grants for production of affordable housing

Emergency Solutions Grant (ESG)

- Funds awarded to City by HUD on a formula basis
- Subject to federal appropriation
- Grants for services to homeless and services to those at risk of homelessness

Housing Opportunities for Persons With AIDS (HOPWA)

- Funds awarded to City by HUD on a formula basis
- Subject to federal appropriation
- Grants for housing and housing-related services to individuals with AIDS
- Administer for entire State of Rhode Island & Bristol County, MA

Community Development Programs

Major Spending Categories

\$815,850.00	Ward Accounts
\$301,000.00	108 Repayment
\$481,694.00	Affordable Housing Production
\$1,071,796	Facility Grants (Small Grants + CNOGs)
\$1,071,796	Service Grants (Small Grants + CNOGs)
\$640,000.00	Community Centers – Service
\$1,358,589.00	HOME
\$877,009.00	HOPWA
\$585,586.00	ESG
\$1,314,241.40	Administration & Operation

The Need for Reform: Realizing A Return on Investment

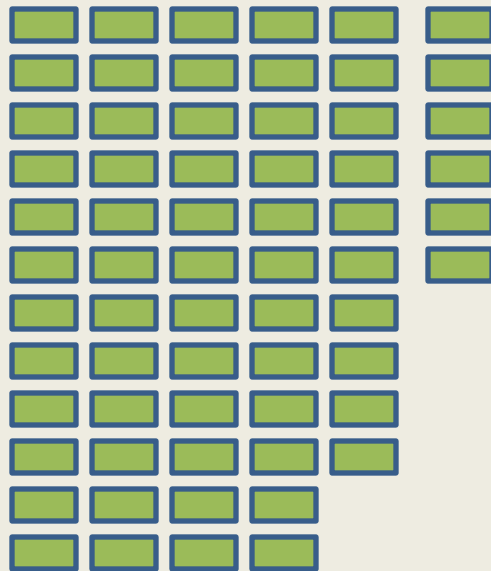
The funding strategy used by the City of Providence for CDBG, and related funding, reduced the potential positive impact of these investments.

Reduced funding and higher performance expectations from HUD required significant reform.

Diluted Impact

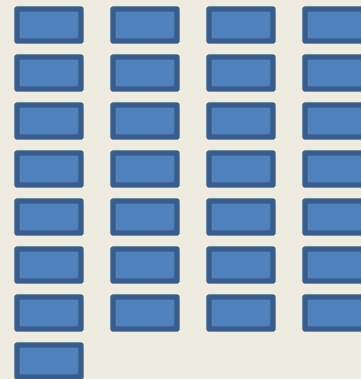
CDBG Budget 2011 – 2012 Program Year

CDBG Service



64 Grants

CDBG Facility



29 Grants

Diluted Impact

CDBG Budget 2011 – 2012 Program Year

With more than 90 Facility and Service grants in the 2011-2012 Program alone, CDBG spending lacked a strategic focus, failed to support significant outcomes, and did not provide meaningful financial support to projects.

Public Facility Grants	
Total Funding	\$625,456.00
# of Grants	29
Largest Grant	\$46,242.00
Smallest Grant	\$5,731.00
\$10,000 or less	6
\$25,000 or less	20

Public Service Grants	
Total Funding	\$633,061.17
# of Grants	64
Largest Grant	\$33,440.00
Smallest Grant	\$1,542.00
\$10,000 or less	38
\$20,000 or less	59

The Goals for Reform:
Realizing A Return on Investment

- **Focus Investment to Increase Impact**
- **Build on Proven Best Practices**
- **Meet Performance Demands from HUD**
- **Accommodate Reduced Funding**
- **Maintain Ability to Support New Initiatives**

Increasing Impact

First: Identify Available Resources

CDBG Facility

CDBG Service

HOME

Economic Development
Grants/Loans

Increasing Impact

Second: Aggregate The Resources

Consolidated Neighborhood Opportunity Grants

**Facility
Small Grant**

**Service
Small Grant**





































































































Increasing Impact


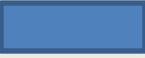

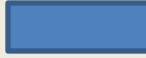

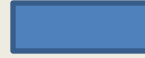
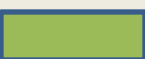

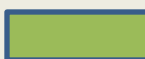

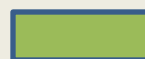













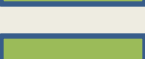
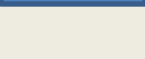
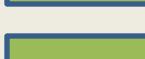
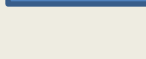










Third: Invest for Impact

- **Consolidated Neighborhood Opportunity Grants**
 - Place-Based Strategies
 - Comprehensive Neighborhood Revitalization
 - Intentional Investment
 - Eliminating Isolation, Maximizing Connections
 - Impact Beyond Neighborhood Boundaries
- **Small Grant Pool (Facility & Service)**
 - New Programs
 - Critical Assistance

Increasing Impact

CDBG Budget 2011-12 v. CDBG Budget 2012-13

CDBG Service	CDBG Facility
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	

CDBG Service	CDBG Facility
	
	
	
	
	
	
	
	
	
	
	
	
	
	
	
Consolidated Neighborhood Opportunity Grants	
	
	
	
	

Increasing Impact

CDBG Budget 2011-12 v. CDBG Budget 2012-13

CDBG 2011

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CDBG 2012*

Public Facility Grants	
Total Funding	\$1,071,796
# of Grants	18
Largest Grant	\$250,000.00
Smallest Grant	\$7,796.00
\$10,000 or less	1
\$25,000 or less	8

Public Service Grants	
Total Funding	\$570,000.00
# of Grants	19
Largest Grant	\$240,000.00
Smallest Grant	\$10,000.00
\$10,000 or less	1
\$20,000 or less	14

***Includes CNOGs**

Increasing Impact

Consolidated Neighborhood Opportunity Grant

- **Need**

- Neighborhood Need
- Neighborhood Assets
- Project Area Definition (W/ Map)
- Need Data

- **Strategy**

- Goal (What you aim to accomplish)
- Strategy (How you plan to achieve goals)
- Measurement
- Implementation Plan
- Systems Change

- **Capacity**

- Partnership Assets
- Record of Accomplishments
- Staff Capacity
- Partnership Management Plan

- **Budget**

- Fundraising Capacity/Record
- Project Budget
- Sustainability Plan

Increasing Impact

Consolidated Neighborhood Opportunity Grant

Organization	Project Name	Description
Boys & Girls Club	Wanskuck & Chad Brown Club Improvement	<ul style="list-style-type: none">•Repair and renovate the Club swimming pool, off-line since 2009.•Increase and improve service to neighborhood, including employment opportunities for area youth as lifeguards/youth development workers.
Family Service	Healthy Neighborhoods	<ul style="list-style-type: none">•Address multiple risk factors including: deficient academic achievement, chronic health issues, economic insecurity, housing instability, environmental hazards, and community safety.•Builds on the proven, effective Full Service Community Schools (FSCS) model in place at Fogarty Elementary.•FSCS provides case management, social services, reading intervention and adult literacy to families and students to improve educational and life outcomes.
Elmwood Community Center/ ProCAP/Highlander Charter	Elmwood Community Center Partnership	<ul style="list-style-type: none">•Enhance and expand upon existing programs, broadening scope &intensity of services for neighborhood residents, especially youth.• Expand after/out of school programs similar to those Highlander currently offers to Highlander students for neighborhood children who are not Highlander students.• Align with local school transformation efforts, and fill a critical programming need for local at-risk elementary children, families and seniors in the area.•Structural/code issues that are an impediment to expanding services/offerings.

Increasing Impact

Consolidated Neighborhood Opportunity Grant

Organization	Project Name	Description
Olneyville Housing	Square One Initiative	<ol style="list-style-type: none">(1) Launch One Olneyville - OHC's social enterprise designed after the business improvement district model;(2) Invest in an improved and integrated physical fabric;(3) Business engagement;(4) Coherent branding for Olneyville Square; and(5) Affordable housing development.
Smith Hill CDC	Wanskuck/Smith Hill Serving the Underserved	<ul style="list-style-type: none">•Expand proven affordable housing services/neighborhood revitalization model to the underserved communities of Wanskuck and Charles.•SHCDC will utilize it proven best practices in identifying properties from blighted areas that are concentrated in scope so as to have the highest impact possible in a particular area of focus.•Grant funds will leverage additional funding needed to create a successful comprehensive neighborhood revitalization project in these communities.

Increasing Impact

Consolidated Neighborhood Opportunity Grant

Organization	Project Name	Description
SWAP	Southside Revitalization Blueprint	<ul style="list-style-type: none">•Build on investments to create a neighborhood that offers opportunities that benefit not only south side residents but those of the entire city.•Improvements to the Trinity /Southside Cultural Center•Support of Broad Street Business District as a cultural commercial destination, curb appeal improvements, strengthen the business environment.
DaVinci Center/ North End Housing	North End Housing	<ul style="list-style-type: none">•Affordable housing production•Capacity building for community based development organization in a high-need, under-served neighborhood in City.
West Elmwood CDC	WE CAN	<ul style="list-style-type: none">•Comprehensive strategy to make the West End a neighborhood of choice.•Strategically address public safety, unemployment and job development, housing conditions, environment and health, and business development.

Anticipated CDBG Funding 2013-2014

2012-2013 CDBG Award \$4,696,207.00

10% Reduction \$4,226,586.30

(\$469,620.70)

15% Reduction \$3,991,775.95

(\$704,431.05)

Reforming CDBG Housing & HOME Program

Issues Identified:

- CDBG Production-Based Formula Deemed Not Eligible
- HOME Application Review Process Insufficient Project Review
- HOME Investments Not Strategically Targeted/Reflecting City Priorities
- Need to Close Out Aging HOME Projects

Responses In Progress:

- Goals: Address Concerns of HUD; Support City's Affordable Housing Partners; Invest for Greater Impact
- New Standards/Process for Allocation of CDBG Funds
- New Rehab Standard, Underwriting Guidelines, Project Budget Review
- Strategically Target Investment

Grant/Loan Assistance to City Residents

Down Payment/Closing Cost:

- **Down Payment/Closing Cost Assistance**

Loans of up to \$2,500 available to first-time homebuyers with household incomes at or below 120% median income with no closing costs, interest or payments

- **City Employee Advantage Home Purchase Assistance**

Loans of up to \$2,500 for down payment/closing cost assistance and mortgage rate reduction available to City of Providence employees with household incomes at or below 120% of median income with no closing costs, interest, or payments

Grant/Loan Assistance to City Residents

Homeowner Repair Assistance:

- **Home Repair**
Low-interest loans of up to \$25,000 for repairs of owner-occupied homes
- **Senior Home Repair**
Deferred loans of up to \$10,000 with no interest or payments for repairs of homes owned and occupied by senior citizens
- **Emergency Home Repair**
Deferred loans of up to \$10,000 with no interest or payments for homeowners with immediate repair needs that do not qualify for other home repair loans through the Department
- **Lead Hazard Reduction**
Deferred loans to help make properties "lead-safe"

Green & Healthy Homes Pilot

Step One: Have a Bright Idea That Fails Completely

Step Two: Don't Be The Only One To Fail

Step Three: Find the Perfect Partners, the Perfect Opportunity and Try Again

Green & Healthy Homes Pilot

The Challenge from RI OER

- **Test a More Effective Model for Delivering Weatherization**
 - Increase Participation Rates – Focus On A Single Neighborhood
 - Track Results: Energy Saved, Dollars Saved
 - Change Energy Consumption Behavior
 - Coordinate Funding for Whole Home Retrofits
 - Create Opportunity/Experience for MBE Contractors

Green & Healthy Homes Pilot

Integrating Data to Choose GHHI

Neighborhood

Extensive, Data-Driven Process to Select Target Area:

High Level of Need

High Likelihood of Success

Housing: 1865 – 1945

Owner Occupied, City Resident

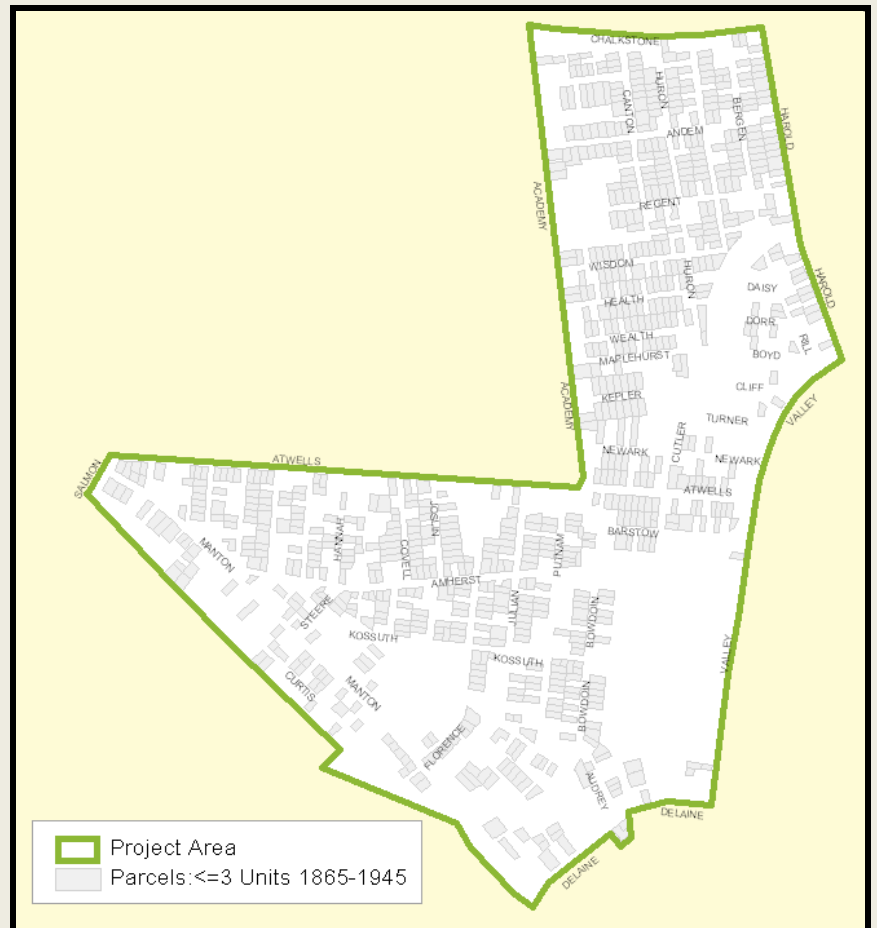
Landlord Rates

Typical Mix of Housing Types

Instances of Blood Poisoning – by address

Other Health & Safety Factors

Strong, in-neighborhood base/organizations



Green & Healthy Homes Pilot

Align

Weatherization & Lead Reduction

- Single Application
- Coordinated Eligibility

Braid

Pool Funding

- State Energy Program Weatherization
- Lead Hazard Reduction
- Philanthropy: Open Society Foundations, Rhode Island Foundation

Coordinate

Keep it Simple for the Customer

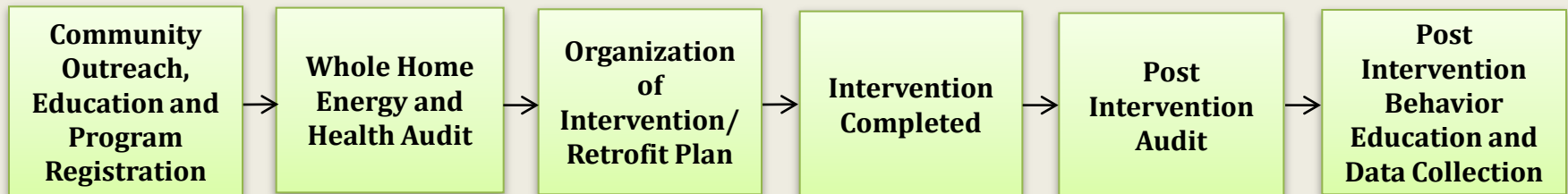
- Resident Educator/Concierge
- Single, Comprehensive Audit
- Extensive Education and Support
- Resident Manual

Green & Healthy Homes Pilot

- **Extensive & Continuous Neighborhood Outreach**
- **Create a Corps of Resident Educators**
- **Conduct Comprehensive Whole Home Audits**
- **Recruit and Cross-Train MBE Contractors – Multiple Solicitation Rounds**

Green & Healthy Homes Pilot

Program Flow



Green & Healthy Homes Pilot

Comprehensive GHHI Application

Developed a new GHHI application that allows resident clients to apply for multiple programs including: Weatherization, Appliance Management Program, Lead Remediation, and General Health & Safety upgrades.

Highlights include:

- Comprehensive set of consent forms;**
- Built to show income eligibility for all programs;**
- Tenant application is shortened for most efficiency**

Green & Healthy Homes Pilot

GHHI Resident Educators

- **Utilizing state energy plan resources, the City procured a contract with a local healthy housing advocacy organization to provide Outreach & Resident Education services.**
- **Cross trained 5 Resident Educators to provide the following services:**
 - **Gather information and data about the client and their behavior**
 - **Educate and inform the client on Energy, Health and Safety Concepts and Behavior Modifications**
 - **Make referrals to Other resources/ services not provided by GHHI Pilot Program**
 - **Ensure Customer Service and Satisfaction**
 - **Follow up with Clients to confirm maintenance of the unit**

Green & Healthy Homes Pilot

Developing a GHHI Contractor Base

- Leveraged funds from local construction workforce training partner
- Recruited 12 MBE eligible contracting firms (21 participants) to participate in a comprehensive GHHI training.
- Secured various certifications
 - BPI Building Analyst
 - Lead Renovator, Remodeler, Painter (RRP)
 - OSHA 40 hours
 - CPR/ First Aid
 - Confined Space Entry
 - Intro to Healthy Homes
- Drafted a Request for Qualifications to develop a pool of GHHI Contractors
- Secured 9 MBE contractor firms to complete all GHHI work for City of Providence

Green & Healthy Homes Pilot

Final Results...

Total Units Completed

GHHI Units **135**

GHHI Plus Units **27**

Residents Benefitting **382**

Average Value of Rehab **\$5,092** per unit (**\$15,276** per 3 Family)

Active MBE GHHI Qualified

Contractors **7**

Next Steps...

Evaluation

Data Collection

Expand/Replicate

Increasing Impact – Next Steps

- **Support & Track Implementation of CNOG I**
- **Track & Find New Ways to Report & Share Outcomes of CNOG I & Small Grants**
- **Develop Standardized Outcome Standards & Measures for Community Centers**
- **Adopt & Require UWRI Early Learning & OST Standards**
- **Develop Nutrition Program Standards**
- **Develop a Structure for Broad-Based, High Quality Financial Literacy/Empowerment**
- **Identify & Support CNOG II**

Increasing Impact: Resources

<http://www.providenceri.com/planning/cdbg-cnog-application-process>

- *Community Development Funding Application Handbook*
- *Guide to the Consolidated Neighborhood Opportunity Grant Program*
- *Application Workshop PowerPoint*
- *2011 – 2013 Consolidated Plan*
- *City of Providence Neighborhood Plans*
- *Building Neighborhoods of Opportunity, White House Neighborhood Revitalization Initiative*
- *Developing Effective Place-Based Strategies White House Memo*
- *White House Neighborhood Revitalization Initiative*
- *Voices from the Field III: Lessons and Challenges from Two Decades of Community Change Efforts*
- *Improving the Outcomes of Place-Based Initiatives Federal Reserve*
- *Going Comprehensive: Anatomy of an Initiative that Worked Bank of San Francisco*
- *Next Generation Community Revitalization: A Work in Progress*
- *Providence RISES Overview*
- *From Initiative to System: Providence RISES*
- *Green Building 101*

And more on: Financial Empowerment, Healthy Communities Providence, Nutrition Standards, Out of School Time Standards, Early Childhood Learning Standards, CDBG Rules & Regulations

Increasing Impact

*Strengthening the City of Providence
Community Development Grant Program*