

PART II: INTRODUCTION / GENERAL

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1. PURPOSE OF DOCUMENT

This document encompasses the FY10-14 Consolidated Plan (the Plan) for the City of Quincy and the South Shore HOME Consortium. The City of Quincy and the South Shore HOME Consortium are required by federal law to submit the Plan to the U.S. Department of Housing and Urban Development (HUD) as a prerequisite to receiving funds under the following formula grant programs:

- Community Development Block Grant Program (CDBG)
- HOME Investment Partnership Program (HOME)
- Emergency Shelter Solutions Grant Program
- McKinney Homeless Assistance / HEARTH Act

The overall goal of the four programs is to develop viable urban communities through the provision of decent housing, a suitable living environment and expanding economic opportunities for low- and moderate-income persons. The provision of decent housing includes assisting homeless persons and at-risk of homelessness; maintaining the affordable housing stock; increasing the availability of affordable permanent housing; and increasing the supply of supportive housing that provides services for people with special needs. A suitable living environment includes increasing access to quality public facilities and services; restoring and preserving historic properties; improving the safety of neighborhoods; revitalizing deteriorating neighborhoods; and conserving energy resources. Lastly, providing expanded economic opportunities consists of creating and retaining jobs for low- and moderate-income people and assisting small businesses owned by low- and moderate-income people.

The purpose of the Consolidated Plan is to:

Identify the demand for affordable housing; housing conditions, cost burdens and market conditions; the extent of homelessness; needs of special populations; and the economic and community development needs of residents.

Describe the strategies developed to address housing, homelessness, economic development and community development needs in a comprehensive and coordinated manner.

Report on specific items required by HUD, such as plans to remove barriers to affordable housing, the citizen participation plan and public housing resident initiatives.

Discuss special projects and programs that will be funded with CDBG, HOME, ESG, and McKinney funds.

The preparation of the Plan provides an opportunity for Quincy and the South Shore HOME Consortium to undertake a citizen-driven collaborative planning process to establish a unified vision for community development actions. It offers the opportunity to

shape the various housing and community development programs into effective, coordinated strategies for addressing the needs of low- and moderate-income persons in a comprehensive manner. The strategic plan portion of the Consolidated Plan sets forth specific objectives and strategies, annual and five-year goals, and benchmarks for measuring progress.

The Consolidated Plan serves as a planning document and helps advise decision-makers and interested public and private organizations on goals, strategies, and funding recommendations for the City of Quincy and the South Shore HOME Consortium a chance to take a look at the City as a whole and allocate funds for programs and projects that address the needs of both the individual communities and the region. The lead agency for the development of the plan is the Department of Planning and Community Development of the City of Quincy.

The Consolidated Plan covers the five-year period running from July 1, 2010 through June 30, 2014. In addition to the Plan, the City and Consortium are also required to prepare an Annual Action Plan that identifies how the HUD funds included in the Plan will be spent over the upcoming program year and notifies HUD of any changes to the five-year strategy.

2. GENERAL QUESTIONS: CITY/CONSORTIUM PROFILE

Describe the geographic areas of the jurisdiction (including areas of low income families and / or racial / minority concentration) in which assistance will be directed.

Describe the basis for allocating investments geographically within the jurisdiction and the basis for assigning priority given to each category of priority needs. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.

Identify any obstacles to meeting underserved needs.

2.1. Map

Please refer to the Appendix for the map that highlights the areas of low income families and / or racial / minority concentration.

2.2. Narrative

The South Shore HOME Consortium involves the following communities: Quincy, Weymouth, Braintree, Milton, and Holbrook.

2.2.1. The City of Quincy

The City of Quincy has a land area of about 17 square miles and is located on the Boston Harbor and Quincy Bay. It is known by outsiders as the City of Presidents, but is known by residents as a vigorous urban commercial and business center serving the surrounding towns in Norfolk and Plymouth counties. First settled in 1625 by traders, Quincy was established as a town in 1792 and incorporated as a city in 1888. The original rural agricultural economy was quickly supplemented by fishing and then shipbuilding and granite quarrying. The Quincy quarries provided the granite for the Bunker Hill Monument among other famous structures, while the descendent of previous yards, the Fore River shipyard, built and launched many of the merchant and naval ships that sailed the world's oceans until long past the Second World War. Immigrants from Italy, Sweden, Finland, Scotland and Ireland came to work in the shipyards and granite quarries. English settlers retaining farms in Quincy into the 18th century included the Adams family, two of whose members became ambassadors, legislators and presidents; and John Hancock, the first signer of the Declaration of Independence. John Adams followed George Washington as president of the United States and his son, John Quincy Adams, followed Thomas Jefferson as President. The relatively modest Adams homestead still stands in its orchard and garden in Quincy, one of the many things that draw visitors to the City. Linked to Boston by rapid transit, Quincy now has some characteristics of a suburban bedroom community, including comfortable and pleasant neighborhoods, while retaining the earmarks of an urban center with its strong

commercial and shopping areas. (Information provided by the Massachusetts Historical Commission).

2.2.2. The Town of Weymouth

The Town of Weymouth has a total land area of 21.6 square miles and is the second oldest town in the Commonwealth, dating from 1622 when it was founded as "Wessagusset". Renamed Weymouth in 1635, the Town was boosted in that year by the arrival of 100 settlers from its namesake in England. The early settlement was incorporated into the Massachusetts Bay Colony, and slowly grew as a fishing and agricultural community. By the time of the American Revolution, the colonial settlement had a population of 1,470 people. The Town added some 21,000 new residents in the fifteen years between 1945 and 1960. Bisecting the Town in 1956, Route 3's opening, combined with the elimination of commuter rail service, was a major impact on Weymouth and the South Shore. With the advent of the expressway and other new road construction, the majority of residents commuted to other locations for their jobs. The shoe factories closed and the local economy became largely based on smaller service, retail and some wholesale operations to support the new neighborhoods. Weymouth was increasingly serving as a suburb in the Boston region, where better paying jobs in the city and a good road system to get there allowed a segment of the population to achieve their desire to live in relative comfort. (Information provided by the Town of Weymouth).

2.2.3. The Town of Braintree

The Town of Braintree has a land area of 13.89 square miles. Braintree was founded on land first colonized in 1625 by Captain Wollaston, and initially named Mount Wollaston. Under the rule of Thomas Morton it was renamed Merry Mount. The area was resettled and incorporated as the Town of Braintree, named after the English Town of Braintree in 1640, on land which is now part of the current Town of Braintree, from which Randolph, Holbrook, the City of Quincy, and part of Milton were split off. Braintree is the birthplace to Presidents John Adams, and John Quincy Adams, as well as statesman John Hancock and General Sylvanus Thayer. Braintree is also the site of the infamous Sacco and Vanzetti murders as well as the retirement home of the co-inventor of the telephone Thomas Watson. Incorporated in 1640, Braintree has a rich history and a promising future. The community has a good mix of established neighborhoods, small clusters of new homes and several condominium complexes. There is a strong business base which includes one of the largest regional shopping centers in the northeast; The South Shore Plaza. Attractive office and industrial parks are located in the town as well, because of its ideal location. Braintree is a mature community with a broad residential and business base that is positioned for controlled growth in the coming years. (Information provided by the Town of Braintree).

2.2.4. The Town of Milton

The Town of Milton has a land area of 13.28 square miles and is a contemporary suburban community that prides itself on a rich historical heritage, tree-lined streets, and acres of protected open space. Settled in 1640, Milton was once part of Dorchester, MA and was referred to as “Unquety”, the term used by the Neponset Tribe of the Massachusetts Indians as meaning “Lower Falls” which was translated into the Lower Mills after the establishment of the Stoughton Grist Mill in 1634. In 1662, “that part of the Town of Dorchester which is situated on the south side of the Neponset River commonly called “Unquatiquisset” was established as an independent town and named Milton in honor of Milton Abbey, Dorset, England. Milton still retains a good many 19th century country houses and estates and early 19th century workers' housing, including the Forbes House and the Suffolk Resolves House, and field stone walls forming property boundaries are not uncommon. Milton has several small commercial areas including Milton Village and East Milton Square. Current Town plans include making improvements to the Milton Village area. This includes streetscape improvements to Adams Street and Central Avenue, four station rehabilitation projects along the Red Line’s Trolley Service and a new zoning overlay district to encourage revitalization. (Information provided by the Town of Milton).

2.2.5. The Town of Holbrook

The Town of Holbrook has a land area of 7.32 square miles. Originally, Holbrook was inhabited by the Algonquian-speaking peoples. In 1710, the town was first settled by Europeans. Originally, the town of Holbrook was a part of Old Braintree. During the 18th and 19th centuries, the industries of Holbrook mainly involved cottage trades and farming. It was incorporated on February 29, 1872. Prior to its incorporation, the town was known as East Randolph. The town was named after Elisha N. Holbrook who, upon its incorporation, provided funds for the library and town hall. During the American Civil War, many residents of Holbrook served the Union Army. (Information available at citytowninfo.com).

2.3. Characteristics

Metropolitan Statistical Area: Boston-Cambridge-Quincy, MA-NH (4,411,835)

2.3.1. Populations for each City or Town in Consortium

Quincy: 88,025 (2000 census); 92,339 (2008 population estimate, census.gov)

Weymouth: 53,988 (2000 census); 53,261 (2008 population estimate, census.gov)

Braintree: 33,828 (2000 census); 35,294 (2008 population estimate, census.gov)

2.4.2.2. Weymouth

Weymouth is served by three MBTA Commuter Rail stations: two on the Greenbush Line, at Weymouth Landing and near Jackson Square, and one on the Old Colony Line at South Weymouth.

2.4.2.3. Braintree

Commuter rail service to South Station, Boston, is available on the Middleboro & Plymouth lines from the Rail Station located on Union Street. Rail service on the Greenbush line started up in late 2007. The MBTA Red Line is also accessible at the same location.

2.4.2.4. Milton

Milton lies within the Massachusetts Bay Transportation Authority district. Fixed-route service includes the Ashmont-Mattapan High Speed Line, a light rail extension of the Red Line. Milton has 4 stops on the MBTA Red Line: Milton, Central Avenue, Valley Road, and Capen Street.

2.4.2.5. Holbrook

Commuter rail service to South Station, Boston, is available on the Middleboro line from the Holbrook/Randolph Rail Station located on the Holbrook/Randolph Town line and Union Street (Route 139).

2.4.3. Bus

Figure 2.2. MBTA Bus, Quincy Center



Quincy, Weymouth, Braintree, Milton, and Holbrook are all members of the Massachusetts Bay Transportation Authority (MBTA). The MBTA also provides THE RIDE, a paratransit service for the elderly and disabled.

2.4.4. Boat

Figure 2.3. Harbor Express



Harbor Express operates high-speed commuter boats between the Fore River Shipyard at the Quincy-Weymouth town line and Logan Airport and downtown Boston/Rowes Wharf.

2.5. Basis for Allocating Investments Geographically

The priorities for allocating investments geographically were based on the locations of low- and moderate-income households or persons being targeted. The Service (or geographic) Areas of many of the City's housing and homeless projects are City-wide because they are targeted to meet the needs of low- and moderate-income households and persons throughout the City. The same is true for certain public services, such as the Asian Liaison program that assist low- and moderate-income Asian-American residents across Quincy who do not speak or understand English well.

However, where there is concentration of low- and moderate-income households or persons with specific community development needs in certain neighborhoods, the City's projects, programs or activities were designed to address such a need in those specific areas. For example, Area Benefit Neighborhood Centers and Associations, represents public service programs that will be implemented in neighborhood centers to benefit particular low- and moderate-income neighborhoods or Census tracts. Similarly, Limited Clientele Neighborhood Centers and Associations, represent public service programs that will be implemented by neighborhood centers that service limited-clientele and/or low- and moderate-income persons residing in specific Census tracts. In addition, part of the City's CDBG funds will be used for several public service programs for many groups that are presumed to have low to moderate income. They include programs for seniors and homeless individuals. Furthermore, the City set aside CDBG funds for public works that will benefit specific low-moderate income areas and public facilities that address the needs of low- and moderate-income persons or neighborhoods (e.g. Germantown).

The areas of minority concentration in Quincy are North Quincy and Germantown. The minorities in North Quincy are primarily Asian-Americans and for that reason, the City is providing CDBG funds to Asian programs that will be undertaken by the Asian American Services Association and the North Quincy Community Center, both of which are located in North Quincy. The minorities in Germantown are more diverse and for that reason, the

City has provided CDBG funds for the various public services programs and the physical expansion of the Germantown Neighborhood Center. Other CDBG projects that will assist the minorities are City-wide in scope, such as the Asian Liaison and Asian American Service Association programs.

Programs, projects and activities that will be funded with CDBG, HOME and ESG funds are intended to meet the underserved needs of housing, the homeless, public services, and community development. Where site-specific activities have not been identified within specific Projects, priority will be given to those that meet the more urgent underserved needs.

2.6. Obstacles to Meeting Underserved Needs Geographically

- Geographic Isolation and Transportation
- Language Barriers
- Capacity within the service provider area
- Funding

3. MANAGING THE PROCESS

Identify the Lead Agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the Consolidated Plan.

Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.

Describe the jurisdiction's consultations with housing, social service agencies, and other entities including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

3.1. Lead Agency

The lead agency responsible for overseeing the development of the Consolidated Plan is the Department of Planning and Community Development of the City of Quincy. In addition to serving as the lead agency for the City of Quincy's CDBG, ESG, and McKinney consolidated planning process, the Department also serves as the lead entity for the HOME portion of the Consolidated Plan for the South Shore HOME Consortium. The HOME Consortium consists of the towns of Weymouth, Milton, Braintree, and Holbrook and the City of Quincy. The table below indicates the major public agency in each Consortium community that will be responsible for administering programs covered by the Plan.

Quincy	Department of Planning and Community Development
Weymouth	Department of Planning and Community Development
Braintree	Department of Planning and Community Development
Milton	Department of Planning
Holbrook	Town Manager

3.2. Summary of the Development Process

- Data Collection and Tabulation
- Drafting
- Public Viewing
- Editing
- Submission

3.3. Local Consultation, Outreach & Citizen Participation

Provide a summary of the citizen participation process.

Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.

Provide a summary of the citizen comments or views on the plan.

Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

3.3.1. Citizen Participation Plan

The Consolidated Plan regulations (24 CFR 91.105) state that each jurisdiction must adopt a citizen participation plan. The full text of the City of Quincy and the South Shore HOME Consortium Citizen Participation Plan can be found in the Appendix.

3.3.2. Citizen Participation Process

Figure 3.1. Senior Focus Group (11/17/09). In addition to the discussion, the seniors at the roundtable also complete the community needs survey.



A number of methods were employed to gather input from Quincy residents, non-profit organizations and agencies, and members of the business community through focus groups, round tables, surveys, and public hearings.

The survey results are based on 100 surveys distributed throughout the City of Quincy at community centers, focus groups, and technical assistance workshops. The survey asked

public opinion on City priorities in the following categories: Housing Objectives, Community Facilities, Economic Development, Public Facilities & Services, Special Needs Facilities & Services, Infrastructure, and Homeless Services. Each category listed several objectives within the category, asking if each objective is a priority with the choices of “YES,” “NO” or “UNKNOWN.” Top objectives in each category were identified on the survey by the highest number tallies of “YES” during tabulation. It also requested public opinion and experience with Fair Housing. And finally, the survey requested any additional comments on these issues.

As an effort of outreach to the largest, non-English speaking group in Quincy, an opportunity to hear the survey translated into Chinese was available to this particular population.

The City hosted several focus groups and round tables reaching City wide and focusing narrower on specific topics such as elder needs, youth in Germantown (a target LMI community), and economic development.

The documentation for these outreach efforts, including the survey, survey tabulation, focus group reports, presentation of results, and minutes from the public hearings can be found in the Appendix.

A notice regarding the two public hearings held on the plan ran in the local Quincy newspapers at least ten days prior to the meeting and provided the location, time of the hearing and information on the anticipated funding.

A notice regarding the availability of the draft plan ran in the local Quincy newspapers and a link to the draft plan was placed on the City of Quincy website at <http://www.quincyma.gov>. The draft plan was available for comment at the main branch of the Thomas Crane Public Library.

3.3.3. Summary of Citizen Comments or Views on the Plan

3.4. Regional Consultation and Outreach

On a regional level, the City of Quincy maintains contact with municipalities within the region through its involvement in the South Shore HOME Consortium, which consists of five (5) member communities in the South Shore area. During the consolidated planning process, the City of Quincy encouraged each member community to complete a needs assessment by modifying and distributing the needs survey and collaborating with their Public Housing Authority, and sharing their findings with the City. Through this forum, Department staff is able to share in regional planning activities that relate to affordable housing development.

Quincy is a member of the Boston Metropolitan Planning Organization (MPO), which is composed of seven agencies, seven municipalities and a public advisory committee that collectively carry out the federally mandated “continuing, comprehensive and cooperative transportation planning process for the region.” Through its work with MPO members such as the Massachusetts Highway Department, The Metropolitan Area Planning Council and cities and towns such as Boston, Framingham and Salem, the City of Quincy actively participates in regional transportation planning activities.

Department of Planning and Community Development staff are also active both nationally and regionally as members of the National Community Development Association (NCDA). NCDA is a national nonprofit organization comprised of more than 550 local governments across the country that administer federally-supported community and economic development, housing and human service programs, including the CDBG, HOME, ESG, and McKinney programs. Department staff attend regional and national NCDA meetings where local government officials and policy makers can share information and resources.

In an effort to obtain regional input on the Consolidated Plan and the City of Quincy’s strategies and objectives, copies of the draft are sent to the Massachusetts Department of Housing and Community Development (DHCD) and the Metropolitan Area Planning Council (MAPC) for comment concerning regional issues and impact.

3.5. Public Housing Authority Consultation and Outreach

The City of Quincy and the South Shore HOME Consortium collaborated with the Public Housing Agencies of all cities and towns in the Consortium for source data and information needed for the Consolidated Plan.

4. INSTITUTIONAL STRUCTURE

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

Assess the strengths and gaps in the delivery system.

Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

4.1. Administration

In terms of administration, Program Managers within the City of Quincy Department of Planning and Community Development (PCD) are responsible for managing all federal funds associated with the project categories identified within these plans.

After the City's mayor approves the annual budgets associated with CDBG, HOME, ESG, and McKinney funds, it is PCD's responsibility to ensure all resources are expanded according to Federal and City regulations and program guidelines. In turn, Quincy PCD is subject to periodic financial audits by the City and HUD. In addition, PCD is also required by HUD to complete a Consolidated Annual Performance and Evaluation Review (CAPER) to report on its accomplishments, expenditures, and effectiveness in implementing the goals within these plans.

4.2. Quincy Neighborhood Based Programs

Quincy's emphasis on neighborhood based programs provided by local community centers has allowed the City to aggressively target high priority needs in low to moderate-income areas. It has also reduced overlap and redundancy in programs that would otherwise serve the same constituents and areas across the City.

4.3. City Departments and Local Non-Profit Organizations

The City/Consortium utilizes many City departments as well as local non-profit organizations to plan and implement programs that support their mission for the benefit of low to moderate income persons.

4.4. Strengths and Gaps in the Delivery System

In terms of strengths in the delivery system, the institutional structure, by and large, is in place to carry out the Consortium's housing and community development plan. The City, through its Department of Planning and Community Development, has been involved in the planning and implementation of CDBG, HOME, ESG and McKinney-Vento Homeless Assistance programs in the City/Consortium since these individual programs were created. With respect to public facilities renovations and housing rehabilitation programs, the City's Office of Housing Rehabilitation has more than 30 years of implementation experience. Most of the City's subrecipients have received CDBG and HOME funding and therefore are well aware of the appropriate regulations and have expertise specific to the activities that they undertake with Consortium assistance.

The gaps in the delivery system are in the form of varying degrees of limitations in terms of manpower capacity and other resources among the different organizations involved in the planning and implementation of the various components of the Consortium's housing and community development plan, as outlined below:

- **Public Services** – Most of the public service providers are small non-profit organizations that rely heavily on volunteers to offer programs and services to member of the community. Many of these organizations are run by persons with limited computer and management skills. This will be overcome by technical assistance from City staff or by enrolling volunteers in computer skills and management training opportunities.
- **Affordable Housing** – Because many people come to the City to find affordable housing, there will always be a gap in available affordable housing. This gap will be overcome, as much as possible, by the two CHDO designated organizations in the Consortium, both of which have access to various resources.

4.5. Technical Assistance

The PCD intends to continue providing organizations involved in these types of activities with as much technical assistance as possible to help make their activities a success. For the past 15 years, PCD has conducted 2-3 training workshops a year to assist subrecipients in meeting their grant obligations and improve their program operations.

4.6 Public Housing Authorities

4.6.1. Quincy Housing Authority

The City fosters coordination between public housing and assisted housing providers by appointment of Quincy Housing Authority staff on a variety of City Boards. In addition, the City works closely with the local public housing agency to assist residents that are participating in the Family Self-sufficiency Program with home ownership opportunities.

The City coordinated outreach to public housing residents to work with non-profit housing agencies to stabilize housing and create housing opportunities.

In Quincy, four of the five Commissioners are appointed by Mayor and confirmed by the City Council. Of these four, one represents labor groups and another represents resident groups. The fifth Commissioner is appointed by the Governor through the Massachusetts Department of Housing and Community Development.

The Quincy Housing Authority and the City of Quincy, especially through the PCD often collaborate on many housing and community development issues and programs or projects. The QHA has representatives to City committees such as the Fair Housing and Affordable/Inclusionary Housing committees. It has actively participated in the planning and implementation of the Germantown Neighborhood Center. In turn, the City has supported QHA initiatives such as the construction of the boardwalk in Germantown and the handicapped accessibility projects in the QHA Computer Center.

The QHA however makes its own decision about hiring, contracting and procurement, and capital improvement and modernization, as it is basically an independent entity from the City. However, the City is expected to be involved when the QHA starts considering new developments or demolishing or disposing public housing units.

4.6.2. Weymouth Housing Authority

The WHA, incorporated in 1948, is an independent government body that owns and manages five housing complexes for families and/or the elderly, including three state complexes and two federal ones. The WHA ensures that low income families and seniors have decent, safe, and affordable housing. It has a staff of 19, a five-member Board of Commissioners, appointed by the Mayor, to establish policies, and an annual operating budget of \$4.5 million.

In all five housing complexes combined there are 475 units for families and/or the elderly. The WHA also manages 325 units through the voucher program. See the table on the next page for data on handicapped accessibility and resident waiting lists. Also see the tables in the remainder of this chapter for details on each of the five WHA housing complexes and on the voucher program. Map 5C shows the location of all public housing complexes. Finally, Chapter Five identifies the strategy and objectives for meeting public housing needs. The WHA is not classified as “troubled” by HUD and does not anticipate losing any housing units from its existing inventory.

WHA tenants are able to participate in operating the housing authority. Each housing development has a tenant-based organization that meets regularly with a WHA representative. The WHA has a Resident Advisory Board, with two residents from each

development¹, and representatives from the WHA. The Board meets quarterly to discuss policies and needs.

According to the latest Massachusetts Assisted Housing Inventory, Weymouth has 1,827 subsidized units totaling 8.1% of the housing stock. This total includes 229 units of family public housing, 246 elderly units, 100 units under the Massachusetts Rental Voucher Program (MRVP), 66 Federal Section 8 Enhanced Vouchers and 159 Federal Housing Choice vouchers.

The WHA also works with other agencies like health providers and the Weymouth Police Department to address issues and assist residents. There is a Drug Prevention Task Force that combat crime and drugs in public housing.

4.6.3. Braintree Housing Authority

The Braintree Housing Authority, herein after called BHA, is committed to providing low-income housing opportunities to persons who qualify under the rules and regulations that govern eligibility for both state and federal housing programs. The Authority is located at 25 Roosevelt Street, Braintree, MA. The Executive Director reports to a Board of Commissioners, which consists of four elected officials and one official appointed by the Governor.

The Authority maintains the following housing programs:

- 667 State-aided housing for the elderly/disable – 162 one-bedroom units
- 667 State-aided congregate units for the elderly/disable – 17 efficiency type units
- 705 State-aided family housing – 3 single family homes and two 2-family homes. All contain three bedrooms.
- Massachusetts Rental Voucher Program – 24 units, (consists of 1 & 2 bedrooms) for the elderly at Independence Manor and 60 family units, (consists of 1, 2 & 3 bedrooms) at Skyline Apartments.
- Department of Mental Health – 8 units located in private housing at various locations in Braintree
- Section 8 Housing Choice Voucher Program – 395 vouchers

The BHA also administers a successful Family Self-sufficiency program and a Homeownership program with funding provided by HUD. The BHA is the monitoring agent for the 52 affordable units at Turtle Crossing.

¹ Typically, the president of each of the five tenant associations is on the Board.

4.6.4. Milton Housing Authority

The Milton Housing Authority manages 51 public housing units, 38 for elderly and 12 for families. There are 144 Section 8 vouchers and 1 MRVP. The Executive Director is hired by a five member board of commissioners, 4 of whom are appointed and 1 is elected.

4.6.5. Holbrook Housing Authority

The Holbrook Housing Authority manages public housing units and Section 8 housing vouchers to benefit low to moderate-income families, seniors and special needs individuals. The Executive Director is appointed by a five-member Board of Commissioners, which consists of four elected members and one member appointed by the Governor.

The Authority manages 74 one-bedroom units of elderly housing. Ten of those units (13.5%) are designated for individuals under 60 years of age who are disabled. The Authority also has ten three-bedroom family units and administers six MRVP Mobile Vouchers, two project-based MRVP Vouchers, and two AHVP Vouchers. The Dedham Housing Authority currently administers the Authority's 82 Section 8 Vouchers.

5. MONITORING

Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

5.1. Memoranda of Agreement or Contracts

The City and the Consortium execute memoranda of agreement or contracts with subrecipients that contain, among others, scope of services and performance goals (outputs and outcome) with respect to the use of CDBG, HOME, ESG, and McKinney funds. In addition, the City and the Consortium conduct monitoring visits of these subrecipients and assist them with technical assistance to aid them with program planning and implementation.

5.2. IDIS

The Consortium will collect performance information on active activities that will be evaluated and entered regularly in the Integrated Disbursement Information System (IDIS). For example, public services beneficiary information will be entered at least quarterly in the IDIS system. The respective program managers meet regularly with their respective subrecipients and CHDOs to keep track of project status and issues. Agreements with subrecipients state that the Consortium will reserve the right to withhold payment or release of funds if beneficiary reports are not submitted and if their accomplishments do not meet agreed-upon performance goals.

5.3. Performance and Compliance Issues

As it had done in the past, the Consortium is prepared to reduce or discontinue funding of subrecipients that have problems with timeliness of expenditures or other performance or compliance matters. With respect to Public Works projects, the Quincy PCD and DPW have executed a Memorandum of Understanding that spells out roles and expectations relative to CDBG funded projects.

6. PRIORITY NEEDS ANALYSIS & STRATEGIES

Describe the basis for assigning priority given each category of priority needs.

Identify any obstacles to meeting underserved needs.

6.1. Priority Needs Assessment

Figure 6.1. Senior Focus Group (11/17/09). In addition to the discussion, the seniors at the roundtable also complete the community needs survey.



Figure 6.2. Technical Assistance Workshop Presentation of Preliminary Needs Assessment



6.1.1. Methods of Data Collection and Tabulation

The Department of Planning and Community Development of the City of Quincy conducted a comprehensive community needs assessment. A variety of data collection methods were used including:

- **Needs Assessment Survey:** Over 100 surveys were distributed to City of Quincy service providers, business owners, seniors, youth, and community residents. The survey was administered in English and Chinese, and distributed mainly through City of Quincy funded programs such as Germantown Neighborhood Center, Quincy 2000 Collaborative, North Quincy Community Center, and Quincy Asian Liaison, among others. This method resulted in a return of close to 100 surveys yielding useful data. The survey data were entered into an Excel database. The results were analyzed and summarized for the Technical Assistance workshop in December 2009 where additional surveys were administered and collected and added to the database. The final survey results were posted to the City of Quincy website. The survey results reinforced data that were collected through other methods, and served as one of many sources of information on which the Department based its conclusions. Additionally, the Needs Assessment Survey was encouraged to be implemented in the other communities within the Quincy HOME Consortium.
- **Focus Groups / Round Tables:** The City of Quincy held a total of six (6) focus groups / round tables between December 2008 and December 2009. These meetings targeted specific service provider constituencies including those who serve among others: business owners, seniors, youth, mental health needs, and limited English needs.
- **RFP Review:** A **request for proposal** (referred to as **RFP**) is an invitation for service providers to submit a proposal on a specific service. The RFP process brings structure to the procurement decision. The added benefit of input from a broad spectrum of functional experts ensures that the solution chosen will suit the City's requirements. Effective RFPs typically reflect the strategy and short/long-term objectives, providing detailed insight upon which suppliers will be able to offer a matching perspective.
- **City of Quincy Media and Plan Review:**
 - City of Quincy Website: <http://www.quincyma.gov>
 - City of Quincy Brochures: Public Services, Office of Housing Rehabilitation, and First Time Home Buyer Program
 - City of Quincy Plans: Quincy Housing Production Plan for Affordable Housing (2010-2014); The 10-Year Planning Process to End Chronic Homelessness in Quincy (2005) and Quincy Leadership Council on Chronic Homelessness Meeting Agendas and Minuets; Quincy Center District Urban Revitalization and Development Plan (May 2007); Brewer's Corner Neighborhood Revitalization Plan (May 2009); Return to Main Street: A Revitalization Plan for the Wollaston Neighborhood

Center (2009); Language Assistance Plan (January 2008/2009), Quincy Bicycle Parking Plan (May 2008); City of Quincy Field Guide of Trees for Zones 1, 2, & 3 in the Vicinity of Downtown (November 2009)

- **Secondary Data Source Review:**

- Census Data: The 2000 Census Data used where needed, and the 2006-2008 American Community Survey 3-year estimates where available
- National Plans and Guidance: The United States Interagency Council on Homelessness 10-Year Planning Process to End Chronic Homelessness in Your Community; National Alliance to End Homelessness Explainer (September 2007); National Alliance to End Homelessness A Plan: Not A Dream (2000); National Alliance on Homelessness A New Vision (November 2006); US Department of Health and Human Services Administration on Aging: A Profile of Older Americans: 2009
- State Information: Mass DHCD Ch 40B Subsidized Housing Inventory (SHI) as of September 29, 2009; The Commonwealth of Massachusetts Auditor of the Commonwealth Independent State Auditor's Statewide Review of the Physical Condition of Public Housing Units for Special Needs Individuals Under the Chapter 689 Housing Program July 1, 2007 to June 30, 2008 Official Audit Report February 23, 2010
- Regional Plans: MAPC Metro Future; Quincy Community Action Programs, Inc Community Action Plan 2009-2011 (Aug 2008); Manet Community Health Center Health Care Plan 2010-2015; South Shore Elder Services 2009 Annual Report; South Shore Elder Services, Inc. Area Agency on Aging Area Plan 2010-2013; South Shore YMCA Strategic Plan 2006-2010
- Studies: The First Two Years of Housing First in Quincy, Massachusetts By Tatjana Meschede, Ph.D. (November 2007)
- Brochures: Quincy Medical Center Finding Hope for Children, Quincy Parent Advisory Council (QPAC) to Special Education
- Websites: <http://www.HUD.gov>; <http://www.mass.gov>; <http://www.townofbraintreegov.org>; <http://www.townofmilton.org>; <http://www.weymouth.ma.us>; <http://quincyafterschool.org>; <http://aasa-ma.org>; <http://www.quincypac.org>; <http://www.quincymc.org>; http://www.ssymca.org/branch_gthome.shtml; <http://www.fatherbillsplace.org>; <http://www.interfaithsocialservices.org>; <http://www.qcap.org>; <http://www.mariadrosteservices.org>; <http://www.quincy2000.org>; <http://www.thequincychamber.com>; <http://www.quincyha.com>; <http://braintreehousingauthority.org>; <http://miltonhousingauthority.org>

6.1.2. Analysis of Data

The needs assessment results were processed as each method of collection was completed. Summaries of the data were prepared and presented as appropriate. The Department of Planning and Community Development discussed results and used the data in developing priority areas for the City of Quincy.

6.1.2.1. Housing Needs & Priority Housing Needs Summary:

Based on the survey, the Housing Production Plan, and RFPs regarding housing needs, the following were determined to be a priority:

- Acquisition of existing rental and owner units
- Production of new rental and owner units
- Rehabilitation of existing rental and owner units
- Rental Assistance
- Homeownership Assistance

6.1.2.2. Homeless Needs & Priority Homeless Needs Summary:

Based on the survey, the 10-Year Planning Process to End Chronic Homelessness in Quincy (2005), the City of Quincy, Massachusetts 10-Year Plan to End Chronic Homelessness (June 2005), The First Two Years of Housing First in Quincy, Massachusetts By Tatjana Meschede, Ph.D. (November 2007), The United States Interagency Council on Homelessness 10-Year Planning Process to End Chronic Homelessness in Your Community, National Alliance to End Homelessness Explainer (September 2007), National Alliance to End Homelessness A Plan: Not A Dream (2000), National Alliance on Homelessness A New Vision (November 2006), <http://www.fatherbillsplace.org>, and RFPs regarding homeless needs, the following were determined to be a priority:

- Emergency Shelter
- Transitional Housing
- Permanent Supportive Housing
- Chronically Homeless

6.1.2.3. Community Development Needs Summary:

Based on the survey, HUD.gov, the Quincy Center District Urban Revitalization & Development Plan (2007), the Economic Development Focus Group (11/18/09), the Quincy Bicycle Parking Plan (2008), The Brewer's Corner Neighborhood Revitalization Plan (2009), Return to Main Street: A Revitalization Plan for the Wollaston Neighborhood Center (2009), the Germantown Youth Focus Group (11/12/09), the Community Development & Housing Focus Group (6/11/09), the City of Quincy

Language Assistance Plan (2008/2009), US Department of Health and Human Services Administration on Aging: A Profile of Older Americans: 2009, Quincy Community Action Programs, Inc Community Action Plan 2009-2011 (Aug 2008); Manet Community Health Center Health Care Plan 2010-2015; South Shore Elder Services 2009 Annual Report; South Shore Elder Services, Inc. Area Agency on Aging Area Plan 2010-2013; South Shore YMCA Strategic Plan 2006-2010, <http://quincyafterschool.org>, <http://aasa-ma.org>, <http://www.quincypac.org>, <http://www.quincymc.org>, http://www.ssymca.org/branch_gthome.shtml, <http://www.fatherbillsplace.org>, <http://www.interfaithsocialservices.org>, <http://www.qcap.org>, <http://www.mariadrosteservices.org>, and RFPs regarding community development needs, the following were determined to be a priority:

- Real Property (Acquisition, Disposition, and Clearance)
- Code Enforcement
- Public Facilities (Senior Centers, Handicapped Centers, Homeless Facilities, Youth Centers, Neighborhood Facilities, Child Care Centers, Health Facilities, Mental Health Facilities, Parks and/or Recreation Facilities, Parking Facilities, Tree Planting, Fire Stations/Equipment, Abused/Neglected Children Facilities, Asbestos Removal, Non-Residential Historic Preservation, and Other Public Facility Needs)
- Infrastructure (Water/Sewer Improvements, Street Improvements, Sidewalks, Solid Waste Disposal Improvements, Flood Drainage Improvements, and Other Infrastructure)
- Public Services (Senior Services, Handicapped Services, Legal Services, Youth Services, Child Care Services, Transportation Services, Substance Abuse Services, Employment/Training Services, Health Services, Lead Hazard Screening, Crime Awareness, Fair Housing Activities, Tenant Landlord Counseling, and Other Services)
- Economic Development (Commercial/Industrial Land Acquisition/Disposal, C/I Infrastructure/Development, C/I Building Acq/Const/Rehab, Other C/I, ED Assistance to For-Profit, ED Technical Assistance, and Micro-enterprise Assistance)
- Other: Language Assistance

6.1.2.4. Special (Non-Homeless) Needs Summary:

Based on the survey, Community Development & Housing Focus Group (6/11/09), Elder Needs Roundtable (9/9/09), the Senior Focus Group (11/17/09), Staff from DOVE and Mass Department of Developmental Services (DDS), Quincy Medical Center Finding Hope for Children Brochure, QPAC Brochure, US Department of Health and Human Services Administration on Aging: A Profile of Older Americans: 2009, Quincy Community Action Programs, Inc Community Action Plan 2009-2011 (Aug 2008); Manet Community Health Center Health Care Plan 2010-2015; South Shore Elder Services 2009 Annual Report; South Shore Elder Services, Inc. Area Agency on Aging Area Plan 2010-2013; South Shore YMCA Strategic Plan 2006-2010,

<http://quincyafterschool.org>, <http://aasa-ma.org>, <http://www.quincypac.org>, <http://www.quincymc.org>, http://www.ssymca.org/branch_gthome.shtml, <http://www.fatherbillsplace.org>, <http://www.interfaithsocialservices.org>, <http://www.qcap.org>, <http://www.mariadrosteservices.org>, and RFPs regarding special (non-homeless) needs, the following were determined to be a priority:

- Elderly and Frail Elderly
- Severe Mental Illness
- Developmentally Disabled
- Physically Disabled
- Persons w/ Alcohol/ Other Drug Addictions
- Persons w/ HIV/AIDS
- Victims of Domestic Violence
- Other (Veterans, Abused & Neglected Children, Public Housing Residents, Racial & Ethnic Populations, and Ex-offenders)

6.2. Obstacles to Meeting Underserved Needs

In summary, to fully meet the needs of all the low-mod income individuals and families in the City of Quincy and the South Shore HOME Consortium requires a vast array of supportive services and resources. For more details, see Part III and Part IV for a descriptive needs analysis which includes obstacles.