

CAPER REPORT

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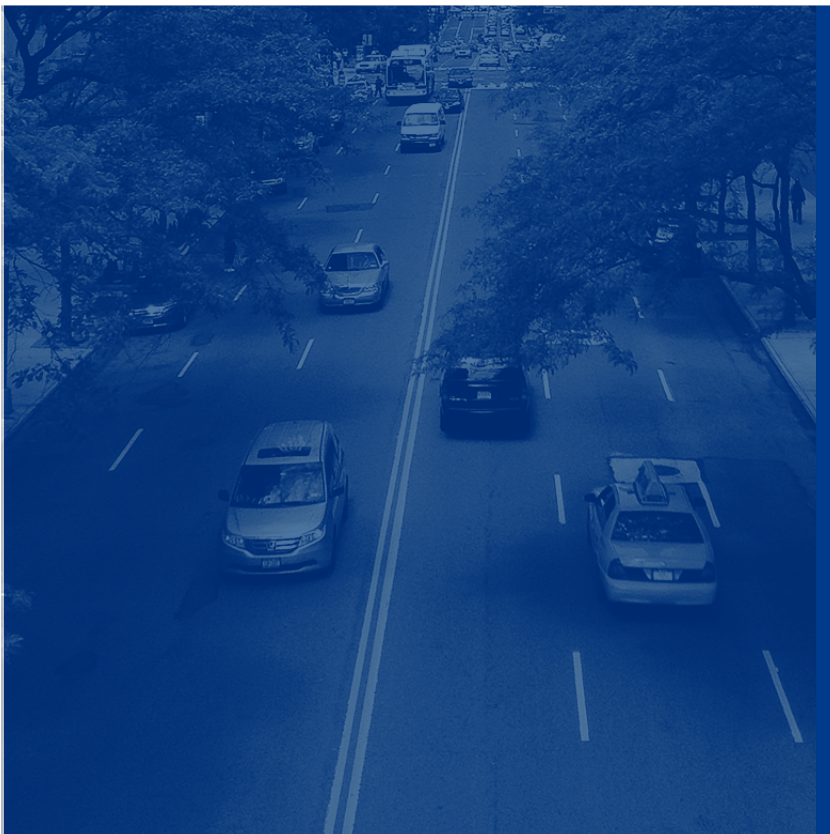
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PREPARED FOR:

The US Department of Housing
and Urban Development



**YEAR 42
2016-2017**

THIS DOCUMENT IN ITS ENTIRETY IS A DRAFT

The contents within this document are not to be considered FINAL until notice of approval is received from the United States Department of Housing and Urban Development.

Comments will be accepted through September 28, 2017 via the Planning Department CDBG webpage.

www.city.waltham.ma.us/planning-department/pages/community-development-block-grant-program

Paper based comments can be sent to:

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CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)

The City of Waltham, through a collaborative process with members of the community, established a viable vision for the future, through the development of a 5 Year Consolidated Plan for the Community Development Block Grant Program. The most recent update was published by the Planning Department in April 2016. The update unveiled the City's priorities, goals and expectations for a one-year period (July 1, 2016 – June 30, 2017)

In accordance with Title 24 Code of Federal Regulations (24 CFR) Part 91, each community in receipt of CDBG must complete a Consolidated Annual Performance Evaluation Report (CAPER) within 90 Days from the close of the community's program year. Waltham's program year ended June 30th, 2017. This CAPER details the specific accomplishments and goals achieved through the year to meet the objectives outlined in the April 2016 Annual Action Plan. The Planning Department is responsible for preparing the CAPER on behalf of the City of Waltham and its community partners.

Five categories received funding from CDBG during the Program Year. The Planning Department had to make a difficult decision of cutting program funding by \$23,618, due to a decreased allocation from HUD. Funding went from \$1,013,522 down to \$989,904. These funds were committed to the following categories:

1. **Social Services:** \$148,485 allocated to nonprofits providing social services to underserved populations; \$148,485 was spent
2. **Public Facilities:** \$520,000 allocated to provide upgrades and sustainable improvements to public facilities requiring rehabilitation; \$282,451 was spent
3. **Housing Rehabilitation:** \$50,258 to provide interest free loans to homeowners and nonprofit organizations for rehabilitation of housing; \$72,108 was spent
4. **Economic Development:** \$85,000 awarded to the Downtown Waltham Partnership to provide grants for business owners seeking façade improvements; \$0 was spent
5. **Program Administration:** \$186,161; general administration costs for staff administering the CDBG program. \$143,228 was spent

Each year the social service programs are faced with the challenge of restricted funding due to HUD's 15% allocation cap. During FY 2015 the social services proposed to serve 2,102 persons, since they surpassed this goal in FY2015, during FY2016 the Planning Department increased the goal of service to 3,322 individuals. Even with a \$3,543 funding cut, the organizations surpassed this goal again by serving 5,145 people.

Unfortunatley during the FY2016 program year, the Downtown Waltham Partnership was unable to spend the \$85,000 allocated under the economic development category.

Two of the funded public facility improvement projects were not completed during FY2016. The HVAC design in the South Community Center was funded for \$285,000; this funding was for a feasibility study and design for the improvements, both of which have been completed, the additional funding left for the project will be utilized for the beginning stages of the construction for the repairs.

The second project is the energy audit and boiler replacement for the Waltham Public Library. The design and construction specs have been completed. The remainder of the funding is for the boiler replacements.

The largest accomplishment for the CDBG FY2016 was the completion of the Peter Gilmore Playground restoration. The project was originally funded in 2011 and since, has been through multiple design phases and public input. The final design was agreed upon during FY2015 and during FY2016 the construction completed. The park restoration included new ADA accessible walkways, pathways, a new basketball court, green space and child play structures. This restoration was a large accomplishment for the neighborhood, located in Waltham's Southern Neighborhood District. The community was lacking public green space and a safe environment for children to play. Located directly adjacent to the South Community Center, the park is a great addition to the neighborhood.

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CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG
White	3,783
Black or African American	1,042
Asian	70
American Indian or American Native	0
Native Hawaiian or Other Pacific Islander	0
Total	4,895
Hispanic	2,613
Not Hispanic	2,282

Table 1 – Table of assistance to racial and ethnic populations by source of funds

Narrative

The racial and ethnic composition of the CDBG program beneficiaries was comparable to prior years and did not indicate one racial or ethnic group seeking services at a disproportional rate than the others. There were a greater number of white beneficiaries in FY 2016 compared to FY 2015, additionally more beneficiaries indicated they were Hispanic. This data is consistent with the programs offered through the CDBG program. Although many beneficiaries are white, many of the programs offered are tailored toward Spanish speaking families due to the large number identifying as Hispanic. Waltham offers multiple ESOL programs for this reason, each year, as well as literacy and youth homework help. The numbers in the table above are also indicative to the makeup of the Southern Neighborhood District, where a large majority of the social services take place.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	CDBG	1,013,522	\$646,272

Table 2 - Resources Made Available

Narrative

The CDBG program utilizes various forms of financial resources to fund projects each year. The City receives funding directly from the US Department of Housing and Urban Development (HUD) known as an entitlement fund. Entitlement funds are the first to be committed in the funding cycle and are based on a formula grant. The City received \$939,904 in entitlement for eligible projects this program year. The funding amount was approximately \$23,000 lower than that received in 2015. This was supplemented by a projected program income amount of \$50,000, allowing the City to commit \$989,904 to eligible projects.

Additionally, throughout the year, the Housing Division receives program income in the form of housing rehabilitation loan payoffs. Home improvement loans are made to homeowners throughout the year and paid back into the program at the time of property sale or transfer. During the 2016 - 2017 program year, the Housing Division received \$156,771 in program income. This funding was disbursed three different times totaling \$66,888 to supplement funding for eligible projects. Including an increase to the Housing Rehabilitation loan program by \$44,057.

In the event projects from prior years do not expend their allocated funding or the Housing Division receives a surplus of program income, the funds are transferred from the prior year into the current year for use on current projects. During the 2015– 2016 year the Planning Department transferred \$120,724 from inactive projects and surplus program income into FY2016.

Various investment categories are eligible for CDBG funding. The largest investment category for Waltham is the public facility capital improvement fund. This fund allows the City to rehabilitate and upgrade public facilities owned by the City or non-profit organizations. CDBG funding supplements the City wide budget in the program administration and public facilities categories. HUD regulations restrict the program administration category to no more than 20% of the year's funds.

The social service category is also restricted through HUD regulations, allowing no more than 15% to be spent on social service activities in one year. A majority of the programs funded provide a wide variety of necessary services to low income families, seniors, youth and children, which overlap with each other allowing for a more cost effective and efficient service delivery method.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Southern Neighborhood District	95%	97%	

Table 3 – Identify the geographic distribution and location of investments

Narrative

The data above is consistent with the research the Planning Department has conducted in order to strategically fund and deploy social services to the most vulnerable populations. It is important that the City continue to provide critical public services and affordable housing to the residents of the Southern Neighborhood District. Each social service organization providing services to this population are conveniently located within the district in order for easy access. Many of the organizations are located within the South Community Cultural Center, a non-profit incubator building providing ESOL courses, financial management, health services and recreational opportunities. This year is the first year, every social service agency funded was located in the Southern Neighborhood District, based on the number of persons reportedly served, this geographic targeting of services was successful.

The boundaries of the Southern Neighborhood District were determined based on the percentage of low-to-moderate income individuals per the Census tract and block group, 55% of the total population in the area is considered low-moderate income, an overwhelming majority of residents also living below the poverty line. 59,125 people live in the City of Waltham, 10,648 of those people live within the neighborhood boundaries. 67% of the population within the boundaries is white, with a Hispanic population of 24%. Spanish is the most non-English language spoken in Waltham with 6,507 individuals throughout the City identifying Spanish or Spanish Creole as their primary language; 806, of those individuals within the boundaries.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

Federal funds are leveraged with additional resources including publically owned land and property located within the jurisdiction in order to meet the needs of Waltham residents.

During the 2016-2017 program year, with CDBG funding the South Community Cultural Center was able to reconstruct the rear handicapped accessible entrance and parking lot. This project was necessary in order to provide accessibility to the hundreds of Waltham residents taking advantage of the community center's location. The Waltham Community Cultural Center is a re-used publically owned building, once a middle school serving the Southern Neighborhood District of Waltham. The Center is home to multiple social service agencies working each day to overcome obstacles low income individuals and families face. Organizations occupying space in the building include Healthy Waltham, the Waltham Family School and Waltham Partnership for Youth. The non-profit incubator building, primarily serves a large population of low-income families.

The former Hardy School, is a re-used publically owned historic structure. The school was closed and renovated in 2010 to provide senior citizen housing. The building is 100% leased and is owned by the Waltham Affordable Housing Municipal Trust, renting to persons 62 years and older. Updates to the former school continued this year with HVAC upgrades and replacements. Many tenants of the Hardy also receive utility assistance through the emergency assistance program the City offers as well as through the Salvation Army.

With limited CDBG funding, The HOME Investment Partnership Grant awarded to Waltham through the Metro West Consortium provides additional monetary leverage and assists in preserving the number of affordable housing units in Waltham. The HOME funding is used for tenant based rental assistance, a service the CDBG program is unable to provide due to the 15% social service funding cap.

Although not utilized this program year, the Community Preservation Committee earmarks 10% of their annual revenue for affordable housing preservation and production. CPC funding is applied for through an open application process and is available to all non-profit organizations in Waltham. CDBG funded agencies are able to apply to the CPC for additional funds.

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	8	0
Number of households supported through Acquisition of Existing Units	0	0
Total	8	0

Table 4 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

The Housing Division's goal was to provide 8 units occupied by low income families with the opportunity to rehabilitate their existing affordable housing. The Housing Rehab program has been successful for the last forty years and as shown in the actual number of households served below, was very successful this year. 21 low income households were served by the program and received rehabilitation of their existing units. This number is much higher than the 13 served last year and the Housing Division hopes to continue the trend in future years.

Discuss how these outcomes will impact future annual action plans.

Over the years the Housing Division has seen an increase in the number of individuals seeking assistance for existing affordable housing. In future action plans, the City will continue to fund the Housing Rehab program and will continue to support the goal of preserving existing affordable housing. Future action plans will also focus on preserving structures that house a large number of low income tenants, assisting the Housing Authority with leverage funding for rehabilitation projects allows for preserve of a large number of units at a low cost to the City. The use of HOME funds in future action plans will also continue to focus on tenant based rental assistance, creating new affordable housing units in Waltham without high acquisition costs.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	21	0
Moderate-income	0	0
Total	21	0

Table 5 – Number of Households Served

Narrative Information

As indicated in the table above, 100% of the households served through the preservation of affordable housing activities were low income, meaning their household income is less than 30% of the median income in Waltham. This also means these households are more than likely expending more than 30% of their income on housing, which is considered a housing cost burden. When a household experiences housing cost burden, they are less likely to rehabilitate their home without assistance. The Housing Rehabilitation Loan program, run by the Housing Division, allows low income families to rehabilitate their homes, which in turn avoids health and safety housing issues. The low and extremely low income families in Waltham are in need of the most assistance and are at a greater risk of losing their homes and facing subsequent homelessness.

Unfortunately, under HUD guidelines, emergency assistance payments are subject to the 15% funding cap of the social service category. This is a challenge for the Housing Division since the emergency assistance program is the last to receive funding after the eligible social service agencies have received their funding allocation.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

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

The Waltham Police Department Homeless Task Force is not funded with CDBG however, Planning Department and Housing Division staff members attend each meeting in order to gain a better understanding of the homeless individuals in need of supportive services and housing. Each meeting provides an overview of the homeless individuals the task force encountered in the field and what the needs of those individuals were. This provides the City with a better understanding of where to refer the individuals seeking assistance and/or housing.

Addressing the emergency shelter and transitional housing needs of homeless persons

The former dog pound at 92 Felton Street was used during the 2015-2016 program year as a temporary emergency shelter, open during the winter months. The Waltham Police and Building Departments staffed the shelter overnight at minimal cost to the City. The ability to utilize surplus publically owned property allowed 304 homeless individuals to take shelter in subzero temperatures. These beds would not have been available if the former dog pound was not owned by the City.

The Bristol Lodge homeless shelter and transitional housing programs utilize a surplus publically owned building in order to serve Waltham's homeless population. The shelter is located on Lexington Street and provides overnight shelter to 60 individuals year round on the second floor of the building. The first floor is utilized by the City as a garage bay for retired historic fire engines.

The Middlesex Human Service Agency was funded \$25,555 during Year 42, the agency operates the Bristol Lodge men's shelter and the Mary's House family shelter. This year the Bristol Lodge shelter provided overnight shelter for 312 homeless men. Additionally, the shelter identified permanent housing for 23 men. The Mary's House family shelter provided shelter to 20 families this year and permanent housing for 12 families.

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

Aside from the tenant based rental assistance provided with HOME funding, Middlesex Human Service Agency specializes in finding permanent housing for men, women and families entering their shelters. MHSA provides trained staff and clinicians to assist in the search for permanent housing. This service is part of the \$25,555 in CDBG funding MHSA receives each year.

Although not funded with CDBG, the Housing Division and Planning Department both work very closely with the Waltham Housing Authority on a daily basis to ensure homeless persons seeking permanent housing are added to the Housing Authority waitlist and fill out any necessary paperwork to secure housing quickly. Homeless individuals entering the Housing Division seeking permanent housing are referred to the Housing Authority.

The Community Day Center also works directly with unsheltered and sheltered homeless populations to secure transitional and permanent housing.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

The Chesterbrook Community Foundation operates three afterschool programs in Waltham Housing Authority developments. The Dana Court, Chestbrook and Prospect Terrace Community Centers are located within the developments and foster the needs of the children living in each development. The afterschool programs provide homework help and enrichment activities for the children and youth populations. Each program is tailored to the needs of the children in each development and offer different programs. All three centers are equip with computers which are accessible for the children and parents living in the development. The adults are able to use the computer stations for resume building, job searching and general communication. The centers provide a sense of community within the developments and also provide a safe environment for the children. Each center is funded with \$5,000 in CDBG funding and served 149 children during the 2015-2016 year.

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

Residents may participate in the management and operations of the WHA. The WHA is required to have one of its residents sit on its Board of Governors. That person has one of five votes to determine policy and procedures for the WHA and presumably represents residents' interests in the decision-making process. Additionally, the WHA maintains a Resident Advisory Board, comprised of Federal Public Housing residents and Section Eight participants. This Board meets twice a year to discuss proposed capital improvement projects and the application of federal funds. At these meetings, the residents have an opportunity to make proposals regarding the use of funds for the needs of the residents. Finally, the Board of Governors provides an opportunity for residents to address the Board at monthly meetings by setting aside some time on the agenda for discussion of resident issues. Our resident associations are encouraged to attend the meetings and bring forward any residential community issues.

Actions taken to provide assistance to troubled PHAs

The Waltham Housing Authority is not a troubled PHA. The City of Waltham has not assisted any troubled PHA's during this program year.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)

With MGL Chapter 40B in Massachusetts, residents do not experience many negative effects of public policies that serve as barriers to affordable housing. The largest barrier to affordable housing Waltham residents experience is the constant increase in housing costs. While there are public policies to create affordable housing and public policies to incentivize affordable housing, a majority of Waltham residents are unable to afford the housing they are already living in. Funding constraints hinder the City's ability to keep up with subsidizing housing in order to keep families in their homes and avoid homelessness.

Public comments received through general meetings and forums also indicate a lack of ability to grow. Many lots have been built-out throughout Waltham and congestion has increased. One of the Community Housing Development Organizations (CHDO) serving the Metro West HOME Consortium has indicated the largest barrier is competing for an affordable unit on the open real estate market.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

The greatest obstacle overcome to address the needs of underserved Waltham populations has been the increase in ESOL and self-sufficiency courses offered by the funded social service agencies. Latinos En Accion provides three levels of English language courses with 20 students per course, which is always full. The WATCH Breaking Barriers courses are also always full with attendance of 75 students each session receiving ESOL and tutoring.

Over the past 12 years the Waltham Family School has expanded to meet the growing need for English literacy programs in Waltham and currently serves 40 families and has over 30 families on its waiting list. WFS is the only family literacy program in Waltham. WFS families attend school four mornings per week. The children attend a language and literacy rich preschool class which helps them learn the pre-reading and prosocial skills they will need to succeed in school. At the same time, in the same building, their parents attend classes that include speaking, reading and writing English, parenting education, and basic computer and job readiness skills.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

During this program year, the City of Waltham continued to make lead paint abatement and the removal of asbestos and other such health hazards a priority in our Housing Rehabilitation program. The use of CDBG funds allows deferred de-leading loans and grants to owner-occupiers of multifamily properties. Additionally, the City of Waltham is a member of the HOME Consortium, which requires the abatement of lead paint in all new construction and rehabilitation of low-moderate income housing.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

Healthy Waltham (\$10,000 CDBG funding) provides programs for parents and children focused on the growing, selection, preparation, and presentation of healthy food. The program is offered at four locations: Home Suites Hotel (temporary homeless housing), public Housing Development Learning Centers, Madres Latinas, and the Waltham Family School. The program includes cooking demonstrations and hands-on food preparation, nutrition information, food safety, creative ways of increasing healthy eating practices, and eating together. At the Home Suites Hotel, the program will interact with homeless moms with children who have only microwaves for cooking. At the Learning Centers (Prospect Hill, Chesterbrook, Dana Court) children will plant learning gardens and be exposed to the whole cycle of food production, from seed to harvest to table. Madres Latinas (low-income, single moms, with young children) offers Spanish classes in cooking healthy foods, including introduction of local food. At the Waltham Family School, a six-week nutrition program will be offered.

Healthy Waltham also provides Healthy Living workshops for senior citizens at the Stanley Senior Center. The workshops promote healthy lifestyle behaviors to improve the health of older adults, including regular physical activity and eating a healthy diet.

The Salvation Army HOPE Kitchen is a daily meal program that serves breakfast and lunch from Monday to Friday. The Food Pantry is open from Monday to Friday from 9 am to 1 pm. One of the benefits of the pantry is the opportunity people have to choose what they need instead of receiving a pre-packed bag with items they do not need. Anyone who is eligible per the federal guidelines is able to come once a month and shop for food worth 3 meals for 3 days.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

The Housing Division was able to hire a part time housing specialist to assist with the HOME Tenant Based Rental Assistance program as well as the homeless outreach component of the CDBG program. The designation of a point person to be available for homeless individuals walking in and/or making appointments to secure supportive services and housing options has been very positive for the City. The City is able to assist more individuals and put greater resources and time into providing the services Waltham residents are seeking. The addition of the housing specialist has also freed up time in the Housing Division to focus more on the housing rehabilitation loan program and assisting homebuyers and non-profit organizations secure rehabilitation loans.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

The focus to enhance coordination between public housing and social service agencies was put on the development of the Prospect Hill Community Center. The Prospect Hill Community Center began operation at the Housing Authority owned Prospect Hill Housing Development. The Community Center is an independent 501(c)3 staffed by volunteers from Brandeis and Bentley Universities, located on the housing authority grounds in an effort to provide services to residents living within the development. Student leaders from Brandeis and Bentley worked with the Prospect Hill Tenants Association to develop programs for the center, which currently include after school activities, tutoring, and classes in computer programming and English as a second language. Upcoming programming will include fitness and health education, arts programming and resumé writing and job skill training.

Additionally, the Waltham Alliance to Create Housing, a non-profit housing provider in Waltham, and the Waltham Housing Authority, worked with the City and the Community Preservation Committee to fund a tenant based rental assistance program for Waltham residents. Waltham residents will be able to use the TBRA program to secure housing in Waltham from private housing owners and the Housing Authority, when available. WATCH offers an array of social services as well as housing, those services include financial literacy programs, ESOL courses and self-sufficiency training.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

The high cost of housing, high costs of development and land acquisition, and lack of available land for new development limits opportunities for diverse siting of affordable housing and housing choice. Housing options are limited as a result of the overall shortage of affordable and accessible rental units and extremely low vacancy rates of such units throughout the City. The age of housing stock, combined with the existence of lead paint hazards and limited financial resources for lead paint abatement reduces housing choices for families with young children.

The following actions were taken to address those impediments:

- The former Hardy School, a 19-unit elderly housing development, owned and managed by the City, is the first elderly housing complex in North Waltham. The entire complex is rented and a waiting list has been generated for elderly residents seeking housing.
- The continued use of CDBG funds provides deferred de-leading loans and grants to owner-occupiers of multifamily properties. Seven loans totaling \$123,827.00 were completed in FY16.

- Implementation of the HOME TBRA Security Deposit Program to assist renters with funding that will pay a security deposit and first month's rent payment enabling access to permanent housing for low income households.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

All public meetings held by the City of Waltham for the Consolidated Plan, Annual Action Plan, Consolidated Annual Performance Evaluation Report and Assessment of Fair Housing are advertised no less than 10 days prior to each public meeting in the Waltham News Tribune, and on the City of Waltham Planning Department CDBG website. All Public meetings are held in handicapped accessible locations. This CAPER was published in the Waltham News Tribune on July 21, 2016 and a public meeting was held in the Government Center Auditorium on August 30, 2016. Comments were accepted through email and paperbased through September 21,2016.

Any citizen, public agency, non-profit organization, or other interested party will have no less than thirty (30) days from the date of each public meeting to comment on the document or plan prior to its submission to HUD. The City of Waltham will consider all comments from citizens, public agencies, non-profit organizations, and other interested parties in preparing its final submission. A summary of any comments made during the comment period will be attached to the final submission. The summary will include an explanation of any comments not accepted and the reasons these comments were not accepted. The Waltham Planning Department will give written answers to written complaints and grievances within 15 business days.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

There were not any changes in the jurisdiction's program objectives this year. Each program was funded based on the priorities outlined in the five year plan and continued making progress towards the goals in that plan. As a result of this year's experiences, the jurisdiction would benefit from gaining more CBDO organizations, in an effort to secure an increased amount of funding under the public service cap.