



2025 Annual Action Plan



Consolidated Plan 2023-2027

Executive Summary

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

1. Introduction

This Annual Action Plan provides a basis and strategy for the use of federal funds granted to the City of Lawrence by the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) programs. This Annual Action Plan is part of the 2023-2027 Consolidated Plan, and covers the period beginning August 1, 2025, through July 31, 2026. Programs and activities described in this plan are intended to primarily benefit low- and moderate-income residents of the City of Lawrence, neighborhoods with high concentrations of low- and moderate-income residents, and the City as a whole. This plan is the product of public outreach, public hearings, and consultation with many various agencies, groups, and organizations involved in the development of affordable housing, creation of job opportunities for low- and moderate-income residents, and/or provision of services to children, elderly persons, persons with disabilities, and homeless persons. A complete draft of this plan has been made available for public review on April 18, 2025, and for a 30-day comment period beginning May 6, 2025, until June 7, 2025. The availability of both the draft plan and the final plan is advertised in the Lawrence Journal-World newspaper and the complete documents are available for review at the City's website: https://lawrenceks.org/pds/reports_plans/ and in print form in the office of Planning and Development Services.

2. Summarize the objectives and outcomes identified in the Plan

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

Several areas were identified as priorities for the City of Lawrence which will feed into the objectives and the outcomes of the plan moving forward. These areas include:

- **Affordable Housing:** Affordable housing access is the solution to homelessness and is the end goal for the City. The work of the Housing and Homelessness stakeholders' group has brought together strategies to bring our community where it needs to be and paints a clear picture of the need and the steps to get there.
- **Supportive Housing:** While this work has typically been within Douglas County's "lane", the City is committed to helping to secure grant funding and resources for the construction of and the operations for supportive housing. This will not be a high level of focus in plan for the City, but overall, the City and the county will work in collaboration to bring these units online and help

the continuum of housing to keep moving. These supportive housing units and services will be trauma informed and best practice case management based. The City will support the county's efforts in this area.

- **Systems:** The City is committed to the collaborative work of a community dashboard that provides real-time homelessness and housing services data. This is also an area where HMIS is prioritized, and this includes access to HMIS for all community service providers. Quality data is the cornerstone to effective programs and understanding the needs of the community. Strong systems are needed for continued and increased collaboration across the service provider network locally. This priority includes the work of coordinated entry and the by-name list. A complete picture is needed of the population experiencing homelessness. A robust, effective system is what is needed to get that picture and ensure it is accurate.
- **Emergency Shelter and Homeless Services:** The City is committed to high levels of collaboration in the emergency shelter space. The City Commission has allocated City Special Alcohol Fund dollars as well as General Fund dollars to housing and homelessness, and a large part of that is for emergency sheltering and homeless services. The City and the county have a joint resolution that speaks to the collaborative work that both agencies are undertaking. There is an understanding that congregate sheltering is not a best practice, but the reality is that it is a needed piece of the continuum and will continue to serve an important purpose in the system. Other projects include a modular cabin sheltering program, as well as working toward sheltering options for specific populations. Homeless services include street outreach efforts, supportive services, and navigation services. Homelessness is a critical area for the city and the importance of services and sheltering is extremely important. Working with those in sheltered and unsheltered situations is the first step toward moving through the continuum to housing options.
- **Public Infrastructure:** Housing and homelessness programs and projects rely on safe access and efficiency of public infrastructure and facilities. Public facilities and public infrastructure are critical components of tying the work of the Consolidated Plan together.

Goals and outcomes for 2025 include increasing affordable housing stock (homeowner housing added), maintaining current affordable housing stock (homeowner housing rehabilitation), homebuyer assistance (direct financial assistance to homebuyers), public facility improvements, Tenant-Based Rental Assistance, delivery of public services (Emergency shelter and homeless services), and administration.

3. Evaluation of past performance

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

The pandemic highlighted some areas in programming that are critical to the citizens of Lawrence and has also created a framework for a more collaborative way of addressing such needs. Since the late 1990s, the City of Lawrence had used the Step Up to Better Housing strategy as the basis for funding recommendations made by both the former Community Development Advisory Committee (CDAC) and the City's own staff review team. The strategy aligned with the Consolidated Plan goals. The Strategy was approved by the City Commission and had been reaffirmed on a yearly basis by the CDAC prior to allocating funding for CDBG and HOME activities and projects. Guided by this strategy, funding was consistently allocated to one of five areas: Emergency Shelter, Transitional Housing, Permanent/Permanent Supportive Housing, Revitalized Neighborhoods, and Community Facilities.

The 2023 program year funding priorities saw a change in how those priorities were determined. The City took the Lawrence City Commission Strategic Plan and the community plan to end homelessness, A Place for Everyone, into account when recommending funding. These strategies and public input continued to provide a significant benefit to looking at projects that sustain services in the community that serve low- and moderate-income individuals and families, as well as to effectively meet the three objectives of providing decent, affordable housing, suitable living environments, or economic opportunities. The City of Lawrence Housing Initiatives Division has been effective at providing homeowner improvement programs such as weatherization, comprehensive housing rehabilitation, emergency and furnace loans, and first-time homebuyer rehabilitation. Public service agencies provide reporting on performance measures, and other capital improvement projects such as traffic calming devices and sidewalk gap construction have provided immediate community benefits. The partnership between the Lawrence-Douglas County Housing Authority and the City has produced a highly successful Tenant-Based Rental Assistance (TBRA) program, and the City's partnership with the Community Housing Development Organization Tenants to Homeowners and Lawrence Habitat for Humanity has proven very effective in providing affordable options to homebuyers. This strategy has been ongoing in subsequent Consolidated Plan years including 2024 and 2025.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The City provides for and encourages citizens to participate in the development of all the Plans covered by the Citizen Participation Plan. The City further encourages participation by low- and moderate-income persons, and by residents of predominantly low- and moderate-income census tracts and block groups, as defined by HUD. The City takes appropriate actions to encourage the participation of all citizens, including minorities and non-English speaking persons, as well as persons with disabilities. A further summary of the citizen participation process can be found in narrative question 1 and table 4 of the AP-12 section of this plan.

The City encourages the participation of local and regional institutions, Continuums of Care, and other organizations (including businesses, developers, nonprofit organizations, philanthropic organizations, and community-based and faith-based organizations) in the process of developing and implementing

the Plans. The City encourages the participation of public and private organizations, including broadband internet service providers, organizations engaged in narrowing the digital divide, agencies whose primary responsibilities include the management of flood prone areas, public land or water resources, and emergency management agencies in the process of developing the Plans.

The City encourages, in conjunction with consultation with public housing agencies (PHA), the participation of residents of public and assisted housing developments (including any resident advisory boards, resident councils, and resident management corporations) in the process of developing and implementing the Plans, along with other low-income residents of targeted revitalization areas in which the developments are located. The City will make an effort to provide information to the PHA about the Assessment of Fair Housing (AFH), Affirmatively Furthering Fair Housing (AFFH) strategy, and consolidated plan activities related to its developments and surrounding communities so that the PHA can make this information available at the annual public hearing(s) required for the PHA Plan.

The City will explore alternative public involvement techniques and quantitative ways to measure efforts that encourage citizen participation in a shared vision for change in communities and neighborhoods, and the review of program performance, e.g., use of focus groups, social media, and the internet.

The City will provide citizens with a reasonable opportunity to comment on the Plans and on substantial amendments to the Plans and will make the Citizen Participation Plan public. The Citizen Participation Plan will be in a format accessible to persons with disabilities, upon request. The City will take reasonable steps to provide language assistance to ensure meaningful access to participation by non-English speaking residents of the community. The City of Lawrence Housing Initiatives Division (HID) Limited English Proficiency (LEP) Plan is established pursuant to and in accordance with Title VI of the Civil Right Act of 1964, Executive Order 13166, Improving Access to Services for Persons With Limited English Proficiency and the Department of Housing and Urban Development (HUD) Final Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, dated January 22, 2007, and effective February 21, 2007. The current HID LEP Plan is available for public review online at: https://lawrenceks.org/pds/reports_plans/.

5. Summary of public comments

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

The public hearing will be held on May 6, 2025, and a 30-day comment period will begin on May 6, 2025 until June 7, 2025. The City encourages written comments on this document. Comments may be mailed to City of Lawrence Housing Initiatives Division, P.O. Box 708, Lawrence, KS 66044, or emailed to housinginitiatives@lawrenceks.org. The agenda containing the link to any public comments received at the public hearing and the minutes of the meeting will be attached to the final plan. If any written comments are received, they will be included with this plan submittal to HUD.

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

If any comments or views are not accepted, a summary of those and the reasons for not accepting them will be listed here.

7. Summary

Several strategies and plans go into the creation of project and activity selection. These include the Lawrence City Commission Strategic Plan, the A Place for Everyone community plan to end homelessness, and the Consolidated Plan Priority Needs. All these plans/factors/needs are attached to this document.

The Outcome Areas as identified by the Lawrence City Commission Strategic Plan include Unmistakable Identity, Strong and Welcoming Neighborhoods, Safe and Secure, Prosperity and Economic Security, and Connected City.

The A Place for Everyone plan work areas to be addressed include Affordable Housing, Supportive Housing, Systems, and Emergency Shelter and Services.

Consolidated Plan Priority Needs for 2023-2027 include Affordable Housing, Supportive Housing, Systems, Emergency Shelter and Homeless Services, and Public Infrastructure.

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

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

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

Agency Role	Name	Department/Agency
CDBG Administrator	LAWRENCE	Planning and Development Services
HOME Administrator	LAWRENCE	Planning and Development Services

Table 1 – Responsible Agencies

Narrative (optional)

Applications for funding were released in December of 2024 requesting interest in the 2025 CDBG and HOME programs. Applications were due back to staff by January 31, 2025. One citizen advisory board, the Affordable Housing Advisory Board (AHAB) recommended allocations for the HOME funding at their April 10, 2025 meeting. Representatives from the Housing Initiatives Division and the Municipal Services and Operations Department recommended allocations for CDBG including various homeowner housing rehabilitation programs and infrastructure projects. The City Commission will be the ultimate deciding body for final funding allocations that are submitted to HUD with this plan.

The Affordable Housing Advisory Board (AHAB) Purpose:

Established by Ordinance No. 9984, passed on May 21, 2024, the purpose of the Affordable Housing Board is to:

- Advise the Governing on all matters relating to the City's implementation and use of the Affordable Housing Trust Fund;
- Make recommendations to the Governing Body regarding the expenditure of money from the Affordable Housing Trust Fund to fund projects, as reviewed and approved by the AHAB, that are consistent with the purpose of the Affordable Housing Trust Fund;
- Make recommendations to the Governing Body regarding the cultivation and maintenance of steady and various streams of income to fund the Affordable Housing Trust Fund. However, the AHAB shall not apply for any grant without prior approval of the Governing Body; nor shall it accept any gift or donation without prior approval of the Governing Body;
- Make recommendations to the Governing Body regarding the expenditure of the HOME Investment Partnership funds; and

- Advise the Governing Body regarding issues affecting affordable housing and supportive services in the community.

Consolidated Plan Public Contact Information

Danelle Walters

Assistant Director - Housing Initiatives, City of Lawrence Planning and Development Services

PO Box 708, Lawrence, KS 66044

dwalters@lawrenceks.org

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

1. Introduction

The following information is comprised of the agencies that have served on committees, provided direct input or input via other means, CDBG, HOME, Lawrence Housing Trust Fund, and CoC-funded sub-recipients, and delivered the CDBG and HOME services directly. The Consolidated Plan and Action Plan process is a year-round accumulation of reports, discussions, analysis, and observations. All the agencies/groups listed below have had a part in the final product as well as decisions and discussions that happen year-round.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))

Lawrence has always had a very strong sense of agency collaboration, and this was only enhanced in the wake of the pandemic. The Unified Command structure to disaster response allowed for stakeholders to have conversations and planning efforts that brought a new configuration to working as one. This structure brought together the City, the County, the Lawrence-Douglas County Health Department, LMH Health, the Chamber of Commerce, the University of Kansas, and Lawrence Public Schools. Determining needs and responses to the pandemic led to strong collaborations between agencies on projects both in the present and for future needs.

The previous influx of Emergency Solutions Grant CARES funding continued to bring strong coordination in the form of the Coordinated Entry process. Douglas County created a position for the Coordinated Entry Administrator, so focus on the regional Coordinated Entry process is a full-time role. This role has continued on post-pandemic and is currently housed at the Kansas Statewide Homeless Coalition. The City joined the Statewide Homeless Coalition, the Lawrence-Douglas County Continuum of Care regional team, service providers, housing providers, and community housing navigators in twice-monthly meetings that worked toward housing the community’s most vulnerable population.

The City’s Affordable Housing Trust Fund projects continued to be part of a larger coordinated effort to bring affordable housing and supportive services to the City. In December of 2024 the following 2025 projects were funded in coordination with housing developers, public housing providers, and local service agencies: Flint Hills Holdings (\$450,000) for 9 Del Lofts II Mixed-Income Affordable Housing Development; Lawrence-Douglas County Housing Authority (\$150,000) for Delmar Place and (\$50,000) for New Horizons Voucher Program; Lawrence Habitat for Humanity (\$100,000) for the Critical Home Repair Home Rehabilitation project; Tenants to Homeowners (\$80,000) for the ARM project; Douglas County (\$200,000) for the Housing Stabilization Collaborative; Independence, Inc. (\$75,000) for the Accessible Housing Program; Senior Resource Center for Douglas County (\$25,000) for the Accessible

Safe Housing for Seniors; and to Lawrence Tenants for An Educator for Everyone Community Engagement Program (\$70,000).

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

Lawrence and Douglas County are a part of the Kansas Balance of State (BoS) Continuum of Care (CoC). The BoS CoC consists of eight regions containing 101 counties. Lawrence/Douglas County is its own region within the CoC. Previously Danelle Walters, Assistant Director of Housing Initiatives in the Planning and Development Services Department, served for three years as the Chair of the BoS CoC Committee as well as the regional coordinator for the Lawrence/Douglas County region. The CoC membership committee meets monthly and there are reports heard from each region including Lawrence/Douglas County. In addition, Lawrence/Douglas County is active in the Coordinated Entry process.

Douglas County created a position in 2021 for the Coordinated Entry Administrator. In 2023 this position transitioned to the Kansas Statewide Homeless Coalition so there is now a full-time point of contact for the region with the coordinated entry process. In January of 2024 the City created a division that strictly works with homelessness in the community. This division works directly under the City Manager's office and is titled the "Homeless Solutions Division". The members of that staff work closely with the Continuum of Care and partner agencies to identify service gaps and work with program creation for addressing those experiencing homelessness. Additionally, they work with homeless outreach and emergency sheltering activities.

Community service providers and partners meet on a year-round basis regarding Point-In-Time (PIT) homeless count efforts. The PIT numbers are used throughout the community in varying capacities, and because of the efforts of the City and the service providers, the importance and impact of the count are appreciated, and every effort is made to perform an effective and efficient count. In addition, the City of Lawrence is an Emergency Solutions Grant recipient through the State of Kansas and coordination between the City and the CoC is reached in that way as well. Within the community, the numbers received as part of the PIT efforts are implemented into the Community Housing Vision, and gaps are identified from what housing services are available, and what the actual need is. The BoS has not reported any unaccompanied youth in recent years, and the community has placed a special emphasis on homeless families with children. Agencies have examined their programs and resources to serve this particular population. Referral sources are utilized when a particular sector of homeless are unable to obtain resources in Lawrence or Douglas County. In 2025:

- People experiencing **sheltered** homelessness in Douglas County (2024): 272
- People experiencing **sheltered** homelessness in Douglas County (2025): 184
- People experiencing **unsheltered** homelessness in Douglas County (2024): 142

- People experiencing **unsheltered** homelessness in Douglas County (2025): 43

Please note: The 2025 numbers reported above only count people who were in emergency shelter at either the Lawrence Community Shelter or City-organized overflow sites. The HUD-verified 2025 PIT Count numbers released later this year will include people experiencing sheltered homelessness at other facilities, including Family Promise, Bert Nash and the Willow Domestic Violence Center.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City participates in the annual competitive ESG process through the State of Kansas. The City looked at the Coordinated Entry system and the Continuum of Care and identified participating agencies that meet the eligibility of the ESG programming. This included looking at those providing emergency shelter, street outreach, homeless prevention services and rapid re-housing. After those were identified and agencies submitted application proposals, City staff met with the interested agencies to discuss the collaborative efforts and how each application served a unique piece along the sheltering and housing continuums. The agencies were required to describe the services that they provide and how their service was meeting a specific need/gap in the process, and ultimately how the services provided work together in a collaborative environment. The HMIS system is administered through the Kansas Statewide Homeless Coalition.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	City of Lawrence
	Agency/Group/Organization Type	Other government - Local Grantee Department Major Employer
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy Creation of the Consolidated Plan
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Lead Agency. Delivers homeowner improvement programs. Lead-based paint strategy, market analysis, program monitoring and administration. Floodplain management. Consultation with broadband providers.
2	Agency/Group/Organization	Lawrence Douglas County Housing Authority
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HOME subrecipient for TBRA program. Meets regularly with HID staff regarding TBRA, Section 8, Moving to Work, and case management. Active participant in Coordinated Entry and Homeless and Housing Stakeholder group. Very active in community partnerships, LIHTC projects, and is also a CoC funded agency with a PSH program.

3	Agency/Group/Organization	Kansas Statewide Homeless Coalition
	Agency/Group/Organization Type	Continuum of Care
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Lead entity for the Continuum of Care (CoC). Lawrence/Douglas County has its own regional planning group for the CoC. Coordinated Entry is conducted every other week with partner agencies in attendance. City of Lawrence has a seat on the CoC Steering Committee.
4	Agency/Group/Organization	Affordable Housing Advisory Board
	Agency/Group/Organization Type	City Advisory Board
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	City advisory board for the purpose of considering, developing, and providing policy advice to the Governing Body to fulfill the Strong Welcoming Neighborhoods Strategic Plan Outcome which is: All people in Lawrence live in safe, functional, and aesthetically unique neighborhoods that provide opportunities to lead healthy lifestyles with access to safe and affordable housing and essential services that help them thrive.
5	Agency/Group/Organization	Bert Nash Mental Health Center
	Agency/Group/Organization Type	Services - Housing Services-homeless Services-Health
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Participant in CoC regional activities, coordinated entry, transitional housing consultation, Point-In-Time data collection. Participant in creating and implementation of Community Housing Vision. ESG recipient. Provides input on unsheltered homeless and homeless needs gap analysis. Rapid Re-Housing agency, Built for Zero participant.
6	Agency/Group/Organization	Lawrence Habitat for Humanity
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Developer using HOME funds. Provides the department with plans for housing development within the community via the grant application.
7	Agency/Group/Organization	Housing and Credit Counseling, Inc.
	Agency/Group/Organization Type	Services-Education Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	CDBG subrecipient. Provides monthly client reporting. Provides housing counseling services for local projects. Provides analysis of needs within grant application.
8	Agency/Group/Organization	INDEPENDENCE, INC
	Agency/Group/Organization Type	Services-Persons with Disabilities Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provides accessibility improvements for disabled renters and owner-occupants. Provides demographics and input to staff regarding their clientele. Participant in Community Health Plan regarding Housing needs.

9	Agency/Group/Organization	Lawrence Homebuilder's Association
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Work with building codes and standards. Provide input on process as well as gaps and enhancements in the construction of permanent housing in the community.
10	Agency/Group/Organization	LAWRENCE COMMUNITY SHELTER
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	LCS is the only emergency homeless shelter in Lawrence. Active participant in the regional CoC effort. CDBG subrecipient. Reports monthly on demographics of clientele. Coordinated Entry participant. Built for Zero participant. Meets regularly with HID staff regarding needs analysis and recommendations. ESG funded agency.
11	Agency/Group/Organization	TENANTS TO HOMEOWNERS, INC.
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HOME program Community Housing Development Organization (CHDO).
12	Agency/Group/Organization	DOUGLAS COUNTY
	Agency/Group/Organization Type	Other government - County

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Partner to City on Homeless strategies, leads Built for Zero effort, coordination of agency funding.
13	Agency/Group/Organization	THE WILLOW DOMESTIC VIOLENCE CENTER
	Agency/Group/Organization Type	Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provide reports to committees on successes and challenges in delivering DV services. Participant in the CoC activities, including PIT data collection. Partner with LDCHA for TBRA program. ESG subrecipient.
14	Agency/Group/Organization	City of Lawrence MSO
	Agency/Group/Organization Type	Other government - Local Grantee Department
	What section of the Plan was addressed by Consultation?	Non-Housing Community Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Completed inventory of City sidewalk conditions and created a sidewalk gap program to address the needs of walkability in CDBG-eligible neighborhoods, as well as other area benefit locations. Consults with HID staff regarding analysis of neighborhood conditions and strategy to repair such areas. Also works with neighborhoods to provide area capital improvements such as neighborhood crosswalks, storm water management, and street replacement.

15	Agency/Group/Organization	Neighborhood Groups/Associations
	Agency/Group/Organization Type	Neighborhood Associations Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Market Analysis Non-Housing Community Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Low- and moderate-income neighborhoods work directly with MSO department on neighborhood capital improvement projects.
16	Agency/Group/Organization	Lawrence Police Department
	Agency/Group/Organization Type	Other government - Local Grantee Department
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Collaboration with the Lawrence Police Department in the Development Services Department includes assistance to staff. Provide input from a public safety viewpoint regarding homelessness issues and additionally provide input on code enforcement issues, including blight and violating properties.
17	Agency/Group/Organization	Douglas County Sheriff's Office
	Agency/Group/Organization Type	Other government - County
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provide consultation on re-entry challenges and implemented procedures. Provide input on the specific population leaving incarceration. Active in CoC data collection and meetings as well.
18	Agency/Group/Organization	Family Promise of Lawrence
	Agency/Group/Organization Type	Housing Services-homeless

	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Active participant in regional CoC efforts. Provide information on their clientele including challenges to reaching permanent housing.
19	Agency/Group/Organization	Lawrence Memorial Hospital
	Agency/Group/Organization Type	Services-Health Publicly Funded Institution/System of Care
	What section of the Plan was addressed by Consultation?	Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provides detailed reporting on homeless and ER services. Provide consultation on discharge planning.
20	Agency/Group/Organization	Lawrence Business Community
	Agency/Group/Organization Type	Business Leaders Civic Leaders
	What section of the Plan was addressed by Consultation?	Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provides input on challenges that the business community faces with homelessness in the downtown business district. Facilitates discussions with community members regarding homelessness.
21	Agency/Group/Organization	Catholic Charities of NE Kansas
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	ESG recipient. Active partner with LDCHA in TBRA program. Provides assessment information regarding service delivery in the community.
22	Agency/Group/Organization	Local Broadband Providers
	Agency/Group/Organization Type	Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide
	What section of the Plan was addressed by Consultation?	Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Multiple broadband internet service providers work with the City on strategic goals centered around broadband and fiber access for the community.
23	Agency/Group/Organization	Justice Matters
	Agency/Group/Organization Type	Housing Regional organization Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provides research and recommendations to AHAB regarding affordable housing issues in the community.
24	Agency/Group/Organization	BALLARD COMMUNITY CENTER
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Active community collaborator in arena of homelessness and homeless strategy.

25	Agency/Group/Organization	Lawrence Douglas County Public Health
	Agency/Group/Organization Type	Services-homeless Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Major partner in pandemic response, subrecipient for CDBG-CV funds, partner in the Community Health Plan Affordable Housing planning activities.
26	Agency/Group/Organization	The University of Kansas
	Agency/Group/Organization Type	Services-Education Major Employer
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Provides information on student population regarding housing needs.
27	Agency/Group/Organization	Chamber of Commerce
	Agency/Group/Organization Type	Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Partner on City Strategic Plan initiatives and outcome areas.

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

The vast majority of service providers and agencies in Lawrence that provide services directly pertaining to the Consolidated Planning process have been involved in some type of consultation. Some have been

consulted during other meetings and other forums. There have been no agencies purposely left off of communication efforts or meeting invitations. The City of Lawrence works very hard to ensure strong and positive community collaboration. If any groups are identified as not being consulted in some form the City will engage that group going forward in planning processes.

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Kansas Statewide Homeless Coalition	Coordination of homeless program delivery and strategic planning. Technical assistance to grantees, support to applicants.
Plan 2040	Lawrence-Douglas County Metropolitan Planning Commission	Development, HOME included, abides by the City's Land Use Plan, including but not limited to building codes and zoning requirements.
2024-2028 Kansas Consolidated Plan	Kansas Housing Resources Corporation	The City of Lawrence is an ESG recipient from the State of Kansas, and there have been several community projects that have involved LIHTC that obtain entry-level AHAB recommendations. In addition, the CHDO, Tenants to Homeowners has been a past recipient of State HOME funds. The City of Lawrence has also been a past recipient of NSP and HPRP funding.
Transportation 2050	Lawrence-Douglas County Metropolitan Planning Organization	Long-Range Transportation Plan. CDBG funds are used for sidewalk installation and public facility projects, all affected by the ability to reach the destination agency or area.
A Place for Everyone	City of Lawrence, Douglas County, Agency Stakeholders	By 2028, create a system that achieves functional zero through policy, system, and environmental changes resulting in all Douglas County residents having access to the fundamental human right of safe, accessible, attainable, and affordable housing, and which homelessness is a rare and brief occurrence.
City of Lawrence Strategic Plan	Lawrence City Commission	Outcomes areas of Unmistakable Identity, Strong, Welcoming Neighborhoods, Safe and Secure, Prosperity and Economic Security, and Connected City.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Douglas County Homelessness Needs Assessment	Douglas County	Provides information on the homeless population of Douglas County, the state of affordable housing, racial disparities, gender disparities, collaborative efforts, lived experience opportunities, and the needs of permanent supportive housing.
City of Lawrence HOME-ARP allocation plan	City of Lawrence	Includes citizen participation and survey that fed into the HOME-ARP allocation plan as well as this consolidated plan.
2018 Lawrence Housing Market Analysis	City of Lawrence	Housing needs assessment for the City and stakeholders that provides an analysis of household affordability throughout all population segments of the community.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

The City of Lawrence regularly consults with the State of Kansas as well as Douglas County government. While the CDBG and HOME funding affect the City itself, importance is placed on effective collaboration with all agencies with the same cause and goals. The goals of the Consolidated Plan and corresponding Annual Action Plans should be, and are, efforts that have the support of the three levels of government in our community. Several CDBG and HOME-funded agencies work with both the City and the County to reach their goals and deliver their services. As Lawrence is the primary City in Douglas County where many of the service agencies are located, County partnerships are crucial to provide the level of service necessary to accomplish goals and serve the greater community. The City has a history of strong partnerships with both the State and County and look to continue those relationships and collaborations moving forward.

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The City of Lawrence abides by the Citizen Participation Plan most recently updated and adopted in June of 2023. The process makes it possible for anyone who wants to be involved to be able to provide input and have their ideas and recommendations heard. There are two public hearings yearly. Citizens have the opportunity at both public hearings to speak to the staff and assist in planning and creation of the Consolidated Plan and Annual Action Plans. Public hearings are advertised in the Lawrence Journal-World, through social media channels, via press release, and on the City's website. Every effort is made to reach groups such as residents of low- and moderate-income neighborhoods, minorities, non-English speaking persons, persons with disabilities, public housing residents, and other organizations such as the CoC, businesses, development officials, county government, and faith-based organizations. In addition, the Director of Planning and Development Services has frequently met with citizens who have concerns, challenges, or recommendations for community development. Citizen participation is the heart of the consolidated planning process, involving citizens in decisions that directly affect their lives.

The Citizen Participation Plan formally designates structures, procedures, roles, and policies to be followed by program participants. A secondary purpose of this Plan is to implement federal regulations regarding citizen participation for the consolidated planning process described by CFR 24 Part 91.105 of the Housing and Community Development Act of 1974, as amended. Nothing in this Plan shall restrict the responsibility and authority of the City of Lawrence (City) from developing and executing its Consolidated Plan. The 2025 Annual Action Plan and Investment Summary were made available for review on April 18, 2025. The plan was available on the City's website, https://lawrenceks.org/pds/reports_plans and in the Planning and Development Services office. The first public hearing will be held on May 6, 2025 and the second public hearing will be held on or around September 9, 2025. The public notice for the spring hearing was published in the April 18, 2025 Lawrence Journal-World, and the 30-day public comment period will begin on May 6, 2025. The primary format for accessing or participating in both public hearings is in person. Virtual access to view or participate in the meetings cannot be guaranteed due to potential technology issues. Applicant agencies were notified of the process and timeline. Staff provided technical assistance to applicants throughout the allocation process, including a review of the application packet for eligibility and correct documentation. The City has resources to assist with those who are non-English speaking, upon request, and a complete Limited English Proficiency Plan is available on the website and at the HID offices.

As part of the City's HOME-ARP process, staff worked with a consultant who gathered a large amount of public input and data that was used in the creation of this plan.

A Homeless Needs Assessment and a Supportive Housing Assessment were completed in spring of 2022 and had a strong impact on Consolidated Plan efforts for 2023-2027 and subsequent Annual Action Plan documents.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Non-targeted/broad community	Newspaper legal notice was placed to announce the Public Hearing. Notice ran on April 18, 2025 for the May 6, 2025 public hearing. This was run in the Lawrence Journal-World publication. This notice stated the date and location of the public hearing as well as the dates of the public comment period for commenting on the plan.	The agenda containing the link to any public comments received at the public hearing and the minutes of the meeting will be attached to the final plan. If any written comments are received, they will be included with the final plan submittal to HUD.	If any comments or views are not accepted, a summary of those and the reasons for not accepting them will be included with the final plan submittal to HUD.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Public Hearing	Non-targeted/broad community	The public hearing will be held during the City Commission's regular meeting on May 6, 2025. The agenda for this meeting will be released on May 1, 2025, and will contain a link to the meeting as well as the public comment version of this plan.	The agenda containing the link to any public comments received at the public hearing and the minutes of the meeting will be attached to the final plan. If any written comments are received, they will be included with the final plan submittal to HUD.	If any comments or views are not accepted, a summary of those and the reasons for not accepting them will be included with the final plan submittal to HUD.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Internet Outreach	Non-targeted/broad community	The City sent the notice of public hearing out via communications pathways, including through social media and through press releases. This announcement was to run in the same manner as the newspaper ad that advertised the public hearing date and time of May 6, 2025. This notice stated the date of the public hearing as well as the date and location of the public comment version of the Annual Action Plan document.	The agenda containing the link to any public comments received at the public hearing and the minutes of the meeting will be attached to the final plan. If any written comments are received, they will be included with the final plan submittal to HUD.	If any comments or views are not accepted, a summary of those and the reasons for not accepting them will be included with the final plan submittal to HUD.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	City Website	Non-targeted/broad community	The public comment draft copy of the 2025 Annual Action Plan was placed on the City's website beginning on April 18, 2025. The notice of the availability of the document was made on the previously noted Internet Outreach and Newspaper Ad entries.	The agenda containing the link to any public comments received at the public hearing and the minutes of the meeting will be attached to the final plan. If any written comments are received, they will be included with the final plan submittal to HUD.	If any comments or views are not accepted, a summary of those and the reasons for not accepting them will be included with the final plan submittal to HUD.	https://lawrencs.org/pds/reports_plans

Table 4 – Citizen Participation Outreach

Expected Resources

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

Introduction

The priorities and accomplishment goals outlined in this document are based on assumptions about future funding levels for the Consolidated Plan programs. Because these programs are subject to annual Congressional appropriations as well as potential changes in funding distribution formulas or the number of communities eligible to receive entitlement grants, the accomplishment projections and planned activities are subject to change with availability of funding. ***At the time of the creation of this plan, the actual amount of allocation from HUD had not been released. In the case of an increase or decrease from the estimated total, the City will adjust the recommendations evenly across the allocation plan based on the percentage of change.***

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	740,000.00	100,000.00	150,000.00	990,000.00	1,271,098.00	The City will utilize the Lawrence City Commission Strategic Plan, the A Place for Everyone community plan to end homelessness, and the Consolidated Plan Priority Needs when deriving strategies and priorities for federal funding.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	430,000.00	1,639.00	0.00	431,639.00	1,102,950.00	The City will utilize the Lawrence City Commission Strategic Plan, the A Place for Everyone community plan to end homelessness, and the Consolidated Plan Priority Needs when deriving strategies and priorities for federal funding.

Table 5 - Expected Resources – Priority Table

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

The City continues to identify match contributions for the HOME program. Thus far, match has been provided from projects meeting HUD's criteria for affordable housing activities (some with partial federal funding and some with no federal funding), including houses built or rehabilitated for sale to income-eligible buyers through the Lawrence Community Housing Trust, and houses built by Habitat for Humanity for sale to income-eligible families. The HOME program match has been obtained primarily from the following sources: (1) cash from non-federal sources for eligible affordable housing projects, such as cash donations from project supporters or grants from state or local government funds; (2) forgone fees and charges for building permits, building permit plan reviews and demolition permits required for such eligible projects; (3) the

appraised market value of real property donations for such eligible projects; and (4) the value of donated project design services, donated site preparation services, donated project construction materials and/or donated project labor for such eligible projects. Moving forward, the City will continue to identify HUD-eligible affordable housing activities, which may include new or additional affordable housing activity providers, and which may also include additional/new HOME program match contribution sources such as grants provided for projects through the City's Affordable Housing Trust Fund (supported by a City sales tax initiated in 2018), or forgone fees and charges for items such as City or County taxes, land development fees, or certain City water and sewer utility fees.

For the 2024 ESG program year funds were awarded to the City in the amount of \$156,900 which will fund four agencies, the Willow Domestic Violence Center (Emergency Shelter Operations), Lawrence Community Shelter (Emergency Shelter Operations, and Rapid Re-Housing Programming), Bert Nash Community Mental Health Center (Street Outreach), and Catholic Charities of Northeast Kansas - Lawrence (Homeless Prevention Programming, and Rapid Re-Housing Programming). Additional funding was received for administrative funding. The City anticipates ongoing applications for ESG funds through the term of the Consolidated Plan.

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

While the City of Lawrence owns a significant amount of property, the City does not own a significant amount of property that is currently served by utilities and is not otherwise designated for use. The City of Lawrence owns several parcels which may have potential for future development for affordable housing. Those have not been vetted and identified at this juncture, however most of these properties would be challenging and, in some cases, not possible to develop due to restrictions. The City continues to explore alternative sites for development and continues working with partner agencies to identify potential tracts for affordable housing development. The City is also researching the benefits of a land trust regarding affordable housing development that would meet needs identified in the plan.

Discussion

The City of Lawrence Affordable Housing Trust Fund continues to be a highly utilized form of affordable housing investment in the community. The City's Affordable Housing Trust Fund has been funded by both Capital Improvement allocations through the City's general fund as well as a voter-approved sales tax initiative. The Trust Fund is estimated to allow for around \$1 million annually of affordable housing funds for use of (but not limited to) the development, rehabilitation, and/or acquisition of affordable housing, and support services. The City's Affordable Housing Advisory Board (AHAB), who makes funding recommendations for the HOME funding also makes the recommendations to the City Commission for Affordable Housing Trust Fund project funding.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase Affordable Housing Stock	2023	2027	Affordable Housing	City of Lawrence	Affordable Housing	CDBG: \$50,000.00 HOME: \$148,639.00	Homeowner Housing Added: 3 Household Housing Unit
2	Maintain current affordable housing stock	2023	2027	Affordable Housing	City of Lawrence	Affordable Housing	CDBG: \$336,000.00	Homeowner Housing Rehabilitated: 23 Household Housing Unit
3	Provide homebuyer assistance	2023	2027	Affordable Housing	City of Lawrence	Affordable Housing	CDBG: \$10,000.00	Direct Financial Assistance to Homebuyers: 2 Households Assisted
4	Public facility improvements	2023	2027	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	City of Lawrence	Affordable Housing Supportive Housing Public Infrastructure	CDBG: \$335,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 4 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Tenant-Based Rental Assistance (TBRA)	2023	2027	Affordable Housing Public Housing Homeless	City of Lawrence	Affordable Housing Supportive Housing	HOME: \$240,000.00	Tenant-based rental assistance / Rapid Rehousing: 16 Households Assisted
6	Delivery of public services	2023	2027	Affordable Housing Homeless Non-Homeless Special Needs	City of Lawrence	Emergency Shelter and homeless services	CDBG: \$111,000.00	Homeless Person Overnight Shelter: 500 Persons Assisted
7	Administration	2023	2027	Administration	City of Lawrence	Affordable Housing Supportive Housing Systems Emergency Shelter and homeless services Public Infrastructure	CDBG: \$148,000.00 HOME: \$43,000.00	Other: 1 Other

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Increase Affordable Housing Stock
	Goal Description	HOME - \$127,139 CHDO Set-Aside project funds for acquisition, construction, and/or development of affordable housing (up to two units - addresses to be determined during program year) HOME - \$21,500 Tenants to Homeowners CHDO operating expenses CDBG - \$50,000 Acquisition of real property for affordable housing
2	Goal Name	Maintain current affordable housing stock
	Goal Description	Maintaining the current affordable housing stock in the community by way of homeowner housing rehabilitation programs. CDBG - \$281,000 Homeowner Housing Rehabilitation for 13 housing units. CDBG - \$55,000 Lawrence Habitat for Humanity Critical Repair for Weatherization Assistance for 10 housing units Activity Delivery is included in the amount listed for all programs above.
3	Goal Name	Provide homebuyer assistance
	Goal Description	Provide direct financial assistance to homebuyers. Funds can be used to provide up to 50% of the down payment required for a home purchase by a low- or moderate-income (LMI) household. CDBG funds can also be used for other homeownership assistance, such as: closing costs, principal write-down assistance, interest rate subsidies, financing acquisition, and mortgage financing guarantees from private lenders. CDBG - \$10,000

4	Goal Name	Public facility improvements
	Goal Description	<p>Improvements to building structures for agencies providing services to CDBG-eligible clientele, public infrastructure in CDBG-eligible geographic locations such as roads, sidewalks, pathways, trails, bus stops, parks and park structures, recreational components, restrooms. Acquisition, construction or rehab of facilities for seniors, persons with disabilities, homeless, youth centers, neighborhood facilities, parking lots and parking garages. Solid waste disposal facilities, flood drainage facilities, water and sewer facilities, childcare centers, tree planting, fire stations and equipment, health facilities, abused and neglected children's facilities, asbestos removal, HIV/AIDS facilities, wind turbines, retaining walls, removal of architectural barriers that assist persons with disabilities.</p> <p>CDBG - \$175,000 will be allocated to City Departments to provide projects in eligible low- and moderate-income neighborhoods and/or areas of Lawrence including Activity Delivery.</p> <p>CDBG - \$160,000 will be allocated to GoodLife Innovations, Inc., for the exterior rehabilitation activities for a group residential intensive care home in Lawrence including Activity Delivery.</p>
5	Goal Name	Tenant-Based Rental Assistance (TBRA)
	Goal Description	<p>The Lawrence-Douglas County Housing Authority (LDCHA) is the only program in Lawrence that provides permanent housing assistance to homeless individuals and families. To qualify for the TBRA program, the client must meet the definition of literally homeless or be at imminent risk of homelessness, be a homeless youth or families with children, or be fleeing domestic violence. HOME TBRA funds are time limited and usually sufficient to support a family for 24 months.</p> <p>HOME - \$240,000 for TBRA. This includes the costs of inspecting the housing and determining the income eligibility of the family.</p>
6	Goal Name	Delivery of public services
	Goal Description	<p>The City will focus its Eligible public services for items such as homelessness services, domestic violence survivor services, affordable housing information and referral services, financial counseling, emergency grant payments for rent and utilities, HMIS or comparable system data services assistance.</p> <p>CDBG - \$111,000 The Lawrence Community Shelter - Stabilization services for emergency shelter guests</p>

7	Goal Name	Administration
	Goal Description	Administration of CDBG and HOME programs. CDBG - \$148,000; HOME - \$43,000

Projects

AP-35 Projects – 91.220(d)

Introduction

Several strategies and plans go into the creation of project and activity selection. These include the Lawrence City Commission's Strategic Plan Outcome Areas, A Place for Everyone community plan to end homelessness, and the 2023-2027 Consolidated Plan Priority Needs. All of these plans/factors/needs are attached to this document.

Projects

#	Project Name
1	Homeowner Housing Rehabilitation
2	Tenant-Based Rental Assistance
3	Property Acquisition/New Construction
4	Homeless Shelter Services
5	Infrastructure
6	Non-Public Service Activities
7	Homebuyer Assistance
8	Administration

Table 7 - Project Information

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

The above projects all align with these outcomes and priorities. The obstacles continue to be a lack of funding for affordable housing, homelessness programs, and social services.

The Outcome Areas as identified by the Lawrence City Commission Strategic Plan include: Unmistakable Identity, Strong and Welcoming Neighborhoods, Safe and Secure, Prosperity and Economic Security, and Connected City.

The A Place for Everyone plan includes work areas to be addressed: Affordable Housing, Supportive Housing, Systems, and Emergency Shelter and Services.

Consolidated Plan Priority Needs for 2023-2027 include: Affordable Housing, Supportive Housing, Systems, Emergency Shelter and Homeless Services, and Public Infrastructure.

AP-38 Project Summary
Project Summary Information

1	Project Name	Homeowner Housing Rehabilitation
	Target Area	City of Lawrence
	Goals Supported	Maintain current affordable housing stock
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$281,000.00
	Description	Homeowner Housing Rehabilitation Loans and/or grants may be offered to eligible owner-occupants as funds are available. This program offers deferred loans to income eligible homeowners for necessary rehabilitation to improve energy efficiency, weatherization, and the health and safety of the home. This program may be run as a total rehabilitation project or may be run ala carte to assist eligible homeowners with necessary repairs to bring the home up to code. \$281,000 for homeowner housing rehabilitation of up to 13 units and includes activity delivery.
	Target Date	7/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that Homeowner Housing Rehabilitation will assist 13 income-qualified households with rehabilitation needs in the 2025 program year.
	Location Description	All locations will be within the City of Lawrence, and will be determined by an application process.
2	Planned Activities	Homeowner housing rehabilitation for income-qualified households to improve energy efficiency, weatherization, and the health and safety of the home.
	Project Name	Tenant-Based Rental Assistance
	Target Area	City of Lawrence
	Goals Supported	Tenant-Based Rental Assistance (TBRA)
	Needs Addressed	Affordable Housing Supportive Housing
	Funding	HOME: \$240,000.00

	Description	The Lawrence-Douglas County Housing Authority (LDCHA) is the only program in Lawrence that provides permanent housing assistance to homeless individuals and families. To qualify for the TBRA program, the client must meet the definition of literally homeless or be at imminent risk of homelessness, be a homeless youth or families with children, or be fleeing domestic violence. HOME TBRA funds are time limited and usually sufficient to support a family for 24 months. For 2025 \$240,000 will be allocated to the TBRA program.
	Target Date	7/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 16 households will benefit from the 2025 TBRA allocation. This program has a homeless focus so first priority is given to homeless households. The households served will range from single adults/young adults to households with children.
	Location Description	This project is for scattered site housing within the City limits of Lawrence. Locations will depend on where the voucher holders are able to find units.
	Planned Activities	This project is for scattered site housing vouchers within the City limits of Lawrence. Locations will depend on where the voucher holders are able to find units. To qualify for the TBRA program, the client must meet the definition of literally homeless or be at imminent risk of homelessness, be a homeless youth or families with children, or be fleeing domestic violence. HOME TBRA funds are time limited and usually sufficient to support a family for 24 months.
3	Project Name	Property Acquisition/New Construction
	Target Area	City of Lawrence
	Goals Supported	Increase Affordable Housing Stock
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$50,000.00 HOME: \$148,639.00
	Description	Financial assistance to agencies to acquire/build real property for affordable housing. CDBG - \$50,000 for acquisition of real property. HOME - \$127,139 CHDO Set-Aside project funds for acquisition, construction, and/or development of affordable housing; HOME - \$21,500 Tenants to Homeowners CHDO operating expenses.
	Target Date	7/31/2026

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that up to three units of affordable housing will be added to the current inventory of units. The households that will benefit will be at or below 80% AMI.
	Location Description	Project locations will be in the City of Lawrence, and will be determined by real estate market availability during the program year.
	Planned Activities	Financial assistance to agencies to acquire/build real property for affordable housing.
4	Project Name	Homeless Shelter Services
	Target Area	City of Lawrence
	Goals Supported	Delivery of public services
	Needs Addressed	Emergency Shelter and homeless services
	Funding	CDBG: \$111,000.00
	Description	The Lawrence Community Shelter provides 24/7 temporary emergency shelter and services to persons and families experiencing homelessness. This includes shelter, a bed, storage space, meals, showers, laundry facilities, access to phone and internet, basic first aid supplies, medications, and case management. This allocation will fund the Stabilization Services for Shelter Guests Program. Lawrence Community Shelter will provide temporary emergency shelter and/or services to persons and families experiencing homelessness. Eligible expenses include labor, supplies, materials and the cost of operating and maintaining that portion of a facility in which the service is located. Such activities are eligible as a Public Service under 24 CFR 570.201(e). In 2025 the amount allocated is \$111,000.
	Target Date	7/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	The goal of the emergency sheltering component is to provide emergency shelter persons on a nightly basis, as well as supporting homeless services and housing navigation services for those experiencing homelessness. This program is to assist with stabilizing shelter guests and provide housing navigation services to those guests. The Lawrence Community Shelter will serve approximately 500 individuals experiencing homelessness over the course of the funding period.
	Location Description	The Lawrence Community Shelter - 3655 E 25th Street, Lawrence, KS.

	Planned Activities	The Lawrence Community Shelter will provide temporary emergency shelter and/or services to persons experiencing homelessness. Eligible expenses include labor, supplies, materials and the cost of operating and maintaining that portion of a facility in which the service is located. Such activities are eligible as a Public Service under 24 CFR 570.201(e).
5	Project Name	Infrastructure
	Target Area	City of Lawrence
	Goals Supported	Public facility improvements
	Needs Addressed	Public Infrastructure
	Funding	CDBG: \$175,000.00
	Description	Improve quality/quantity/access of public improvements that benefit LMI persons. These projects could be a form of any of the following (or similar project providing area benefit): sidewalk gap infill, ADA ramp replacement/infill, street restoration, crosswalks, bicycle pavement markings and signage, traffic calming devices, accessible curb replacement, sharrows, trails, and walking paths. \$175,000 is allocated to this in 2025 and includes activity delivery.
	Target Date	7/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	This will be determined when the exact locations of the public improvements are identified. The estimated amount of low- and moderate-income population benefited will be based on the census tract and block groups of the area.
	Location Description	To be determined within low-and moderate-income eligible areas in the City of Lawrence, using the most recent Low- and Moderate-Income Summary Data provided by HUD.
6	Planned Activities	Improve quality/quantity/access of public improvements that benefit LMI persons. These projects could be a form of any of the following (or similar project providing area benefit): sidewalk gap infill, ADA ramp replacement/infill, street restoration, crosswalks, bicycle pavement markings and signage, traffic calming devices, accessible curb replacement, sharrows, trails, and walking paths.
	Project Name	Non-Public Service Activities
	Target Area	City of Lawrence
	Goals Supported	Maintain current affordable housing stock Public facility improvements

	Needs Addressed	Affordable Housing Supportive Housing
	Funding	CDBG: \$215,000.00
	Description	Assistance to public service agencies for capital improvement type activities. Agencies all serve eligible LMI clientele. CDBG - \$160,000 for the GoodLife Innovations, Inc. project for exterior rehabilitation of one group home including activity delivery; CDBG - \$55,000 for Lawrence Habitat for Humanity for Critical Repair for Weatherization Assistance including activity delivery.
	Target Date	7/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	The activity of the group home rehabilitation for GoodLife will assist one group home (two units). These units are occupied by adults with disabilities (four individual households). The Critical Repair for Weatherization Assistance is estimated to assist up to 10 income-qualified homeowner households.
	Location Description	Locations will be in the City of Lawrence.
	Planned Activities	Assistance to public service agencies for capital improvement type activities, including public facility rehabilitation and homeowner housing rehabilitation.
7	Project Name	Homebuyer Assistance
	Target Area	City of Lawrence
	Goals Supported	Increase Affordable Housing Stock Provide homebuyer assistance
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$10,000.00
	Description	The Homebuyer Assistance Program provides direct financial assistance to homebuyers. Funds can be used to provide up to 50% of the down payment required for a home purchase by a low- or moderate-income (LMI) household. CDBG funds can also be used for other homeownership assistance, such as: closing costs, principal write-down assistance, interest rate subsidies, financing acquisition, and mortgage financing guarantees from private lenders. CDBG - \$10,000 including activity delivery.
	Target Date	7/31/2026

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that up to two income-qualified households will receive homebuyer assistance.
	Location Description	All locations will be in the City of Lawrence, and will be determined upon real estate market availability.
	Planned Activities	The Homebuyer Assistance Program provides direct financial assistance to homebuyers. Funds can be used to provide up to 50% of the down payment required for a home purchase by a low- or moderate-income (LMI) household. CDBG funds can also be used for other homeownership assistance, such as: closing costs, principal write-down assistance, interest rate subsidies, financing acquisition, and mortgage financing guarantees from private lenders.
8	Project Name	Administration
	Target Area	City of Lawrence
	Goals Supported	Administration
	Needs Addressed	Affordable Housing Supportive Housing Systems Emergency Shelter and homeless services Public Infrastructure
	Funding	CDBG: \$148,000.00 HOME: \$43,000.00
	Description	Administration of HOME - \$43,000; Administration of CDBG - \$148,000.
	Target Date	7/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	Administration Only.
	Location Description	City of Lawrence Housing Initiatives Division - PO Box 708, Lawrence KS 66044.
	Planned Activities	Administration of CDBG and HOME.

AP-50 Geographic Distribution – 91.220(f)

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

Activities will be carried out in the City of Lawrence and will either provide direct benefit to low- and moderate-income clientele, low- and moderate-income neighborhoods, or agencies that provide services to low-mod clientele.

Geographic Distribution

Target Area	Percentage of Funds
City of Lawrence	100

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

All activities will be carried out in the City of Lawrence and will either provide direct benefit to low- and moderate-income clientele, low-and moderate-income neighborhoods, or agencies that provide services to low-mod clientele. Because the need is community-wide, the City will not be excluding any parts of the community from programming if eligibility requirements are met.

Discussion

Both CDBG and HOME funding will be allocated within the City of Lawrence.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

One Year Goals for Number of households to be supported through:

- Tenant-Based Rental Assistance (TBRA)
- Homeowner housing rehabilitation
- Acquisition/development of affordable housing
- Group home rehabilitation

One Year Goals for the Number of Households to be Supported	
Homeless	16
Non-Homeless	28
Special-Needs	4
Total	48

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	16
The Production of New Units	3
Rehab of Existing Units	27
Acquisition of Existing Units	2
Total	48

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

Discussion

One Year Goals for Number of Households by Support Requirement (Table 6):

- Homeless - 16 households of affordable housing will be supported by TBRA.
- Non-Homeless - 23 households of homeowner housing rehabilitation, 3 households of acquisition/development of affordable housing, and 2 households of direct homebuyer

assistance.

- Special-Needs - 4 households of group home rehabilitation.

One Year Goals for Affordable Housing by Support Type (Table 7):

- Rental Assistance - 16 households of affordable housing will be supported by TBRA.
- The Production of New Units - 3 homeowner units will be produced by the CHDO.
- Rehab of Existing Units - 27 households, including Homeowner Housing Rehabilitation (23), and group home rehabilitation (4).
- Acquisition of Existing Units - 2 households of direct homebuyer assistance.

AP-60 Public Housing – 91.220(h)

Introduction

The City of Lawrence and the Lawrence-Douglas County Housing Authority (LDCHA) have a very viable working relationship, and the partnership between the agencies spans beyond Consolidated Plan items. In addition to Tenant-Based Rental Assistance (TBRA), which has a success rate of 82%, the Housing Authority has a very successful Moving to Work program in place. The Lawrence-Douglas County Housing Authority sees the community as a big picture and not just in relation to the services that they provide. The successful partnerships between the Housing Authority and the community will only continue to become stronger.

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

HOME funds will continue to be granted to LDCHA for TBRA to provide assistance to very-low and low-income households to help them afford the housing costs of market-rate units.

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

The LDCHA offers a Home Ownership Program through the Resident Services Office. Currently, 38 households in Section 8 voucher programs and public housing are actively working toward their goal of home ownership. The Home Ownership Program features financial literacy case management, monthly workshops featuring our partner organizations, and a savings matching grant program of up to \$3,000. Our partner organizations are Habitat for Humanity, Lawrence Community Land Trust, Tenants to Homeowners, USDA Rural Development, Interfaith Ministries, and Housing and Credit Counseling. Since implementing the Home Ownership Program in 2001, 109 LDCHA residents have purchased homes and voluntarily ended their participation in low-income housing assistance programs.

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

LDCHA is a high performing agency.

Discussion

The TBRA program has been well funded largely due to the unprecedented success the LDCHA has been able to achieve, with 82% of households who are admitted to the program while experiencing homelessness successfully graduating and receiving a permanent housing choice voucher.

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

Introduction

The Lawrence Community Shelter (LCS) is the only emergency shelter service provider in Lawrence. LCS provides shelter for single male/female individuals that are experiencing homelessness in Douglas County. LCS currently has a sheltering capacity of 125 beds, and up to 140 in extreme cold weather. Additionally, in 2024 The Village opened which is a shelter site that is composed of small units that provide sheltering for those experiencing homelessness. LCS is also administering the programming at The Village. This program added 50 non-congregate shelter beds. The Lawrence Community Shelter provides rapid rehousing and housing navigation services for people experiencing homelessness or who are at-risk of homelessness. The Lawrence Community Shelter receives CDBG support for operating costs of homeless programs as an emergency shelter in Lawrence.

Family Promise of Lawrence and the Willow Domestic Violence Center provide temporary shelter for families in Lawrence. Service agencies assist homeless individuals with finding housing and supportive services. Transitional housing is also provided through vouchers funded by HOME funds to the general homeless population. LDCHA will receive HOME funds for transitional housing vouchers (Tenant-Based Rental Assistance). The 2024 Point-in-Time homeless count is the most recent full homeless count that data is available for Douglas County. It was conducted on January 24, 2024, and it identified 414 individuals who were literally homeless. 272 of the individuals experiencing homelessness were in emergency shelter or transitional housing, 142 of those were in unsheltered situations. Additional data from the 2024 Point-in-Time count has been provided by the Kansas Statewide Homeless Coalition and is attached to this plan in the Additional Resources section.

The LDCHA TBRA program is designed to bring chronically homeless people into temporary housing. There is a definite need for transitional housing units and landlords in Lawrence. There are very few units of permanent supportive housing in Lawrence.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

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

During the 2025 program year the City of Lawrence will continue to fund homeless outreach initiatives. During the 2024 program year, the City of Lawrence created the Homeless Solutions Division, which is funded by the City General Fund and Special Alcohol Fund. Under this new Division, the City of Lawrence has taken on ownership of leading homeless outreach. The City of Lawrence has worked alongside key homeless service providers to create a multidisciplinary homeless outreach team titled the Homeless Response Team (HRT). This outreach team is comprised of a City of Lawrence staff member, the Homeless Outreach Coordinator, and outreach team members from many different disciplines such

as Substance Use Treatment Peer Support Specialist, Emergency Shelter Outreach Team member, Mental Health Peer Specialist, Community Health Care Coordinator, Crisis Intervention Team member from the Lawrence Kansas Police Department, and Emergency Medical staff from the Lawrence-Douglas County Fire and Medical. This team is charged with working outdoors in the community to locate our unsheltered homeless neighbors where they are, building relationships, and working to connect them to key services. The end goal of the HRT is to help these individuals leave the places not meant for human habitation and enter the Lawrence Community Shelter, Family Promise shelter, Willow Domestic Violence Center, or other temporary housing solutions. Outreach workers are often the front door to the continuum of care, and housing to achieve the goals set forth by the community's strategic plan framework to move the needle and keep homelessness a rare and brief occurrence. Outreach efforts focus on building relationships with the unsheltered to ultimately build good rapport to be successful when attempting to get this population to engage with case managers and other mental, medical, and substance use providers. Case managers assist this population with service referrals, obtaining identification, transportation to mental, and medical health appointments, court requirements, employment opportunities, and to secure all types of benefits. The social service network in Lawrence has a plentiful number of providers and resources. Thus, providing ample opportunities for inter-agency partnership. Currently meetings are held quarterly to bring together service providers, and case managers to discuss resource opportunities and delivery. Lawrence, being part of the Balance of State Continuum of Care, is part of discussions to centralize intake on a statewide level, and local service providers, outreach workers, and case managers have free access to the Homeless Management Information System (HMIS). Case management and supportive services provided for those experiencing homelessness has proven to be best practice, and the most effective way to transition the unsheltered person/s or family into housing, and to sustain that housing. The HRT has a Standard Operating Procedure for Outreach document that is attached to this plan in the Additional Resources section.

Lawrence/Douglas County has a coordinated entry team that works with several community resource agencies to connect, assist, and advocate for those who are experiencing homelessness to encourage strong relationships with case managers that can provide them with alternative emergency sheltering and housing options. The Kansas BOS vulnerability assessment is used to determine the vulnerability and risk factors to prioritize those who are in dire need of housing and shelter assistance to sustain life.

Addressing the emergency shelter and transitional housing needs of homeless persons

According to the 2022 Douglas County Homeless Needs Assessment, the current state of housing in the community does not meet the community's need. A drastic increase in supportive housing is needed, and the number of emergency beds is also lacking. According to the same study, a sizable part of the population of those experiencing homelessness are experiencing chronic, long-term, and cyclical. There is a high rate of mental health and substance use within the community of those experiencing homelessness which takes specialized staff to offer support and requires the availability of emergency sheltering, and transitional and permanent housing. The City of Lawrence has made a significant

investment of \$756,550 to support two key projects aimed at improving shelter and services for individuals experiencing homelessness. The Pallet 24 Project will add up to 24 new Pallet shelters, increasing shelter capacity for up to 48 guests at a low-barrier site. The project includes 24/7 staffing, security, pet accommodations, and priority access for chronically homeless individuals. The Monarch Improvement Project will enhance safety and accessibility at the Monarch units, with a focus on serving those with high mental or physical health needs. The City has provided support to the Lawrence Community Shelter on the implementation of the night-by-night shelter bed component, and additionally the City of Lawrence has invested local American Rescue Plan dollars in bringing a Pallet Sheltering village to the community which currently provides shelter for up to 50 people with case management services provided on site. The largest need by far and the piece that is needed to move those experiencing homelessness along the housing continuum is supportive housing. The County has made sizable investments in property and development to bring these types of units online, but the need for sheltering will still be there for sheltering for those entering the continuum at the beginning.

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

The Certified Peer Specialist program directly supports the transition of homeless individuals and families to permanent housing and independent living through a structured, peer-led approach.

- **Peer Outreach and Engagement**

1. Certified Peer Specialists conduct peer-to-peer assessments to identify the specific needs, strengths, and barriers faced by homeless individuals. By leveraging lived experience, they establish trust and create individualized support plans focused on overcoming key barriers such as substance use and mental health challenges.
2. Peer specialists engage in crisis response during inclement weather to provide emergency shelter access and distribute life-saving supplies, ensuring individuals' immediate safety while working toward long-term housing stability.

- **Supportive Services Coordination**

1. Peer Specialists facilitate timely access to affordable housing and supportive services through a referral-based model. Upon receiving a referral from the Homeless Response Team (HRT) Lead, peer specialists engage with the individual within one week and meet with them no less than biweekly initially, adjusting frequency based on the client's needs.
2. Specialists provide housing assistance such as landlord mediation, rental subsidy applications, and housing assessments to secure stable housing and prevent a return to homelessness.

3. Individuals are supported with life skills training (e.g., budgeting, meal planning, job readiness) to build long-term independence and reduce the risk of future homelessness.
- **Housing Navigation and Stabilization Services**
 1. The program emphasizes rapid rehousing and permanent supportive housing to quickly transition individuals from homelessness to stable housing.
 2. Peer specialists continue working with recently housed clients to foster community integration and ensure they have ongoing support to maintain housing stability.
 3. If a client is found to be from outside Douglas County, the specialist will coordinate with the HRT Lead to reconnect the client with natural supports in their community of origin.
 - **Preventing Recurrence of Homelessness**
 1. Peer specialists provide relapse prevention strategies, engage with clients in treatment, and offer ongoing advocacy to address barriers that may lead to housing instability.
 2. Regular follow-ups and individualized support plans help ensure that clients remain housed and connected to necessary mental health, substance use, and medical care resources.
 - **Accountability and Performance Tracking**
 1. The program includes a structured monitoring and reporting system to track client progress, housing outcomes, and service delivery. This ensures ongoing evaluation and adjustment of strategies to maximize housing stability and independent living outcomes.
 2. This comprehensive peer-led approach ensures that homeless individuals and families not only transition to permanent housing more quickly but also receive the supportive services and life skills training necessary to remain housed and achieve long-term independence.

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

Overall, there are several programs in the Lawrence community that work with families to try to avoid homelessness. There are rental assistance, utility assistance, and landlord-tenant relations programs. There is a firm commitment to keeping people housed in the community. Many agencies have memorandums of understanding which run through a series of providers, so everyone has the same goal which is to either house the homeless or help them to remain housed. Foster Care: Youth who leave the foster care system because they have attained 18 years of age are eligible to participate in Independent Living Services, contracted by Kansas Department of Children and Families (DCF). Caseworkers begin working with youth who will age out of foster care on a discharge plan as early as age 15 to ensure that

youth will not need to seek McKinney-Vento housing options. Planning includes housing, employment, and education. Mental Health: DCF has adopted a policy that would prevent discharging homeless individuals from publicly funded institutions or systems of care into homelessness or into HUD funded programs for the homeless. Additionally, Bert Nash Mental Health Center works closely with State hospitals for discharge of patients who have been released. Bert Nash sets up intake appointments with all those released in Douglas County and works to follow up with them to work through the issue of being released into homelessness. Corrections: The Douglas County Jail has an extensive re-entry program that includes a housing component. A full-time Re-entry Coordinator works within the community in collaboration with other service providers and housing providers, as well as sitting on the Community Commission on Homelessness. The County recognizes that releasing offenders into homelessness increases the likelihood of re-offending.

Discussion

Lawrence has a lot of work to do to fulfill the needs of both sheltering and affordable housing options for the community. The work of the Housing and Homelessness Strategic Plan group, an infusion of American Rescue Plan funds, and the collaborative work of the City and the county will help to move the needle in this space. The City has taken ownership over the emergency sheltering and sanctuary camping components of our shelter and housing continuum and will continue to work with resources and partners to carry out this work.

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

Introduction:

The City of Lawrence faces barriers to affordable housing including lack of affordable housing specific incentives, community CHDO capacity issues to build the number of new units needed for residents at 30-60%AMI, growing scarcity of developable land, local wages not keeping pace with housing costs, insufficient local funds to meet need, and neighborhood opposition to new affordable developments and greater density.

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

In 2024, the City approved an updated Land Development Code, with revisions designed to increase housing affordability and availability. The updated code went into effect on April 1, 2025. The revision allows greater housing density, reduced parking requirements, and increased by-right development provisions in order to foster and grow affordable housing throughout the community, and to ensure ways of providing housing options for all ages and abilities. In the last several years the City of Lawrence created a double density bonus for affordable housing, and further policies to incentivize affordable housing development are being explored. The City of Lawrence is currently examining development fees and policies to determine impact on affordable housing development and to ameliorate negative effects on affordable housing.

The City of Lawrence finalized its community strategic plan to end chronic homelessness, A Place for Everyone, which includes goals and strategies for affordable housing development and policy proposals. The following specific strategies are planned to ameliorate the barriers to affordable housing:

- Provide subsidies and incentives for new development or rehabilitation of desired Affordable housing unit types
- Acquire parcels and units for the community land trust and future affordable housing

development

- Establish tenant's right to legal representation in Douglas County
- Enforce the City's protection against source of income discrimination
- Establish a City of Lawrence vacant and dilapidated structure registry and policy
- Establish an incentive program for affordable housing development
- Establish new funding resources for affordable housing development
- Develop a plan for ongoing community engagement regarding affordable housing

Discussion:

The City of Lawrence is committed to equitable access to safe and affordable housing so that all residents have the opportunity to live in a healthy environment with dignity. The updated Land Development Code that went into effect on April 1, 2025 has revisions designed to increase housing affordability and availability. These Land Development Code revisions, coupled with the A Place for Everyone community plan strategies for affordable housing development and policy proposals, serve as actions Lawrence has planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing.

AP-85 Other Actions – 91.220(k)

Introduction:

This Annual Action Plan provides a basis and strategy for the use of federal funds granted to the City of Lawrence by the U.S. Department of Housing and Urban Development (HUD) under the Community Development Block Grant (CDBG) and Home Investment Partnerships (HOME) programs. This Action Plan covers the period beginning August 1, 2025 through July 31, 2026. Programs and activities described in this plan are intended to primarily benefit low- and moderate-income residents of the City of Lawrence, neighborhoods with high concentrations of low- and moderate-income residents, and the City as a whole.

Actions planned to address obstacles to meeting underserved needs

The City will derive strategy and priorities for housing and community development through the City Commission Strategic Plan Outcome Areas and the City/County strategic plan to end homelessness, A Place for Everyone. The Strategies were developed cooperatively with public and private agencies and community groups. The primary obstacle to meeting all the identified needs, including those identified as high priorities, is the general lack of funding resources available to the public and private agencies who serve low- and moderate-income residents. Lawrence, due to being an entitlement community, is not eligible for state CDBG or HOME programs. Limited state HOME dollars are available for community development activities through the City's CHDO. The City has an Affordable Housing Trust Fund which is funded by a sales tax passed by voters to repurpose .05% sales tax to affordable housing activities. This began in April of 2019, with collections starting in June of 2019. This amounted to approximately \$1 Million per year. This tax was doubled and renewed in 2025 and coupled with work on homelessness in the community. In 2025 the city will be utilizing our HOME-ARP funds to bring additional affordable rental units into the community.

Actions planned to foster and maintain affordable housing

The City of Lawrence has elected to impose resale provisions on all HOME funded homeownership activities, including acquisition with or without rehabilitation and direct homebuyer assistance. These resale provisions apply to the City's Community Housing Development Organizations (CHDO), developers, and/or any subrecipients who receive HOME funding from the City for these homeownership activities.

The City of Lawrence's resale provisions ensure that the subsequent price at resale is affordable to a family at 50-80 percent MFI paying no more than 38 percent of income for principal, interest, property taxes and insurance. The seller will receive a fair return on investment, which is defined in the resale provisions and the written agreement. The subsequent buyer must qualify as low income as defined in 24 CFR 92.2, which is defined as a household whose annual incomes do not exceed 80 percent of the median income for the area, as determined by HUD. The housing must be the principal residence of the

family throughout the defined affordability period. The period of affordability in years is based on the total amount of HOME funds invested in the housing and will be included in the written agreement. In the event that the resale price necessary to provide a fair return is not affordable to the subsequent buyer, the City will provide additional HOME funds in the form of down payment assistance and/or buy-down subsidy to make the housing affordable to a low-income homebuyer.

Actions planned to reduce lead-based paint hazards

The City will ensure that all federally funded improvement programs for the existing housing stock use lead hazard reduction activities including evaluating lead hazard risk and using lead-safe work practices when required. Staff distributes Renovate Right pamphlets, published by the Environmental Protection Agency. The Housing Initiatives Division is working on having three staff certified as Lead Hazard Risk Assessors and Lead-Based paint inspectors.

Actions planned to reduce the number of poverty-level families

One purpose of the Consolidated Plan Programs and other initiatives in Lawrence is to reduce the number of persons in poverty. The emphasis in Lawrence is to help people rise out of poverty, rather than temporarily easing their situation. Although essential short-term direct aid such as emergency food and shelter is provided, the strongest community support is for programs to address the root causes of poverty and assisting people in becoming self-sufficient in the long-term. Two key components of helping people attain self-sufficiency are employment and housing. Examples of programs that directly influence people's ability to escape poverty include job education and placement services, as well as housing advocacy, homeless prevention, and rental assistance. Projects that indirectly affect poverty include those that improve the community at-large and provide transportation and childcare services that help people access employment and services. CDBG, HOME, CoC and State ESG funds are often used in combination with other grants that also contribute to reducing the number of families living in poverty. Thus, the power of these federal dollars is leveraged to a greater extent. Recognizing that limited Consolidated Plan dollars should be focused where the need is greatest, Lawrence gives preference to projects that directly benefit low- and moderate-income residents, or serve low- and moderate-income neighborhoods, over those that will benefit the City as a whole. This strategy will ensure that scarce resources are directed to best serve those who have the greatest need, including those areas with the greatest concentration of poverty. In addition to Consolidated Plan programs, a number of other public, private, and partnership initiatives have been designed to assist in the reduction of poverty rates. These include the Workforce Development Center, the Douglas County Re-entry Program, and a newly forming partnership of employment agencies. The Housing and Homelessness Strategic Plan and the City Commission Strategic Plan Outcome Areas will serve as the baseline for the

City's anti-poverty strategy.

Actions planned to develop institutional structure

The Planning and Development Services Department, Housing Initiatives Division (HID) is the lead agency of the City in the development of the Consolidated Plan and Annual Action Plans. HID provides fiscal and regulatory oversight of all CDBG and HOME funding. The Lawrence City Commission acts as the final authority for the appropriation of funds for Annual Action Plan activities under the Consolidated Plan grant programs, following recommendations of the Affordable Housing Advisory Board and City staff. Within each of the priority funding areas, activities will be completed and managed by a diverse team of public, private, not-for-profit, and institutional partners, as well as contracts and subcontracts as sources of supplies, equipment, construction, and services. The city will continue to work with the community partners to foster partnerships and collaborative efforts in these projects.

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

To accomplish these goals, the City of Lawrence will work closely with the Lawrence-Douglas County Housing Authority on their Tenant-Based Rental Assistance (TBRA) to cover the activity of Rental Housing Subsidies through the HOME program. Tenants to Homeowners, Inc., the City of Lawrence CHDO, will be the agency primarily working towards the goal of construction of housing as well as direct homeownership assistance objectives. Lawrence Habitat for Humanity will also be involved in providing HOME-funded homebuyer units. HID staff will administer the rehabilitation and energy efficiency programs through the City of Lawrence using local licensed contractors. HID staff, in addition, continues to work to educate the community as well as program participants on ways to make their homes more energy efficient and save money on energy bills. Social service agencies will offer tenant and rental assistance as well as consultation, and the homeless shelter will provide programming to move people from the shelter situation into housing of a more permanent nature.

The Lawrence Affordable Housing Trust Fund serves as another strong coordinated effort for public/private coordination in housing. Agencies have collaborated on projects that include housing, case management, and supportive services. The 2024 Affordable Housing Advisory Board (AHAB) Annual Report is attached to this document.

Discussion:

Lawrence prides itself on a decades-long track record of successful partnerships among public and private sector entities. Communication and cooperation between the City of Lawrence's Housing Initiatives Division and the partner agencies and organizations that administer activities is strong. HID staff has worked closely with the organizations involved in Consolidated Plan programs to improve regulatory compliance, monitoring, cooperation and partnerships among agencies, and technical capacity of organizations involved in project delivery.

Program Specific Requirements

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

Introduction:

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

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

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

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

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

No other forms of investment are used in the HOME Program beyond those identified in 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Please see #8 in the Additional Resources document for this narrative. (over the character limit for this response box)

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Please see #8 in the Additional Resources document for this narrative. (over the character limit for this response box)

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Not applicable - HOME-assisted refinance of existing debt secured by multifamily housing will not be undertaken by the City of Lawrence program in the 2025 program year.

5. If applicable to a planned HOME TBRA activity, a description of the preference for persons with special needs or disabilities. (See 24 CFR 92.209(c)(2)(i) and CFR 91.220(l)(2)(vii)).

Not applicable.

6. If applicable to a planned HOME TBRA activity, a description of how the preference for a specific category of individuals with disabilities (e.g. persons with HIV/AIDS or chronic mental illness) will narrow the gap in benefits and the preference is needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2)(ii) and 91.220(l)(2)(vii)).

Not applicable.

7. If applicable, a description of any preference or limitation for rental housing projects. (See 24 CFR 92.253(d)(3) and CFR 91.220(l)(2)(vii)). Note: Preferences cannot be administered in a manner that limits the opportunities of persons on any basis prohibited by the laws listed under 24 CFR 5.105(a).

Not applicable.

Additional Resources for the 2025 City of Lawrence Annual Action Plan of the 2023-2027 Consolidated Plan:

1. Citizen Participation Plan (Revised May 2023)
2. City Commission Strategic Plan Overview (2021)
3. Consolidated Plan Goals (2023-2027)
4. Affordable Housing Advisory Board Annual Report (2024)
5. Housing Continuum Chart (2023)
6. Additional data from 2024 Point-in-Time Homeless Count
7. FY2024 Lawrence Low/Mod data with Census Tract/Block Group (2016-2020 ACS Data)
8. AP-90 HOME Question #2 & #3 Narrative Response (over the character limit for response box)
9. 2025 Investment Summary (Estimated Draft)
10. Resolution No. 7589 (Signed version will be added later)
11. A Place for Everyone (2024)
12. Homeless Response Team Standard Operating Procedure for Outreach
13. Publication of Public Hearing Notice ran on 4/18/25 (will be added later)

City of Lawrence

Citizen Participation Plan

1. INTRODUCTION

The City of Lawrence (City) is a federal entitlement jurisdiction that receives federal grant funding from the U.S. Department of Housing and Urban Development (HUD) for the following programs: Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME).

As a requirement for receiving the above named entitlement grants, the City is required to prepare the following documents:

- (a) Consolidated Plan: A five year Consolidated Plan to identify local community development needs and set forth a funding strategy to address those needs.
- (b) Annual Action Plan: An Annual Action Plan that summarizes the activities that will be undertaken in the upcoming Program Year (PY) to address the needs outlined in the Consolidated Plan.
- (c) Consolidated Annual Performance Evaluation Report (CAPER): A Performance Report that evaluates the progress during the previous PY in carrying out the activities outlined in the Annual Action Plan.
- (d) Assessment of Fair Housing (AFH): An assessment to identify local and regional fair housing issues and set goals for improving fair housing choice and access to opportunity. Assessment of Fair Housing uses the HUD provided Assessment of Fair Housing tool to guide grantees through the identification process of fair housing issues and related contributing factors.

Under HUD's Code of Federal Regulations for citizen participation (Title 24 CFR 91.105), the City is required to adopt a Citizen Participation Plan that sets forth the City's policies and procedures for citizen participation in the planning, execution, and evaluation of the Consolidated Plan, Annual Action Plan, CAPER, and Assessment of Fair Housing. The guidelines established in this Citizen Participation Plan apply to the development and adoption of all of the above-listed documents (hereafter referred to as "the Plans"). Each Plan individually describes the agencies, groups, organizations, and others who participated in the citizen participation and consultation process.

2. OBJECTIVE

The Citizen Participation Plan establishes standards to promote citizen participation in the development of the Plans and related documents. The Citizen Participation Plan is designed to especially encourage participation by low- and moderate-income persons. As an entitlement jurisdiction for the respective HUD programs, the City is responsible for the implementation and use of the Citizen Participation Plan. The requirements for citizen participation do not restrict the responsibility or authority of the City for the development and execution of its Plans.

3. **CITIZEN PARTICIPATION** (24 CFR 91.105)

The City provides for and encourages citizens to participate in the development of all the Plans covered by the Citizen Participation Plan. The City further encourages participation by low- and moderate-income persons, particularly those persons living in areas designated by the jurisdiction as a revitalization area or in a slum and blighted area and in areas where CDBG funds are proposed to be used, and by residents of predominantly low- and moderate-income neighborhoods, as defined by the City. The City will take appropriate actions to encourage the participation of all citizens, including minorities and non-English speaking persons, as well as persons with disabilities.

The City encourages the participation of local and regional institutions, Continuums of Care, and other organizations (including businesses, developers, nonprofit organizations, philanthropic organizations, and community-based and faith-based organizations) in the process of developing and implementing the Plans. The City encourages the participation of public and private organizations, including broadband internet service providers, organizations engaged in narrowing the digital divide, agencies whose primary responsibilities include the management of flood prone areas, public land or water resources, and emergency management agencies in the process of developing the Plans.

The City encourages, in conjunction with consultation with public housing agencies (PHA), the participation of residents of public and assisted housing developments (including any resident advisory boards, resident councils, and resident management corporations) in the process of developing and implementing the Plans, along with other low-income residents of targeted revitalization areas in which the developments are located. The City will make an effort to provide information to the PHA about the AFH, AFH strategy, and consolidated plan activities related to its developments and surrounding communities so that the PHA can make this information available at the annual public hearing(s) required for the PHA Plan.

The City will explore alternative public involvement techniques and quantitative ways to measure efforts that encourage citizen participation in a shared vision for change in communities and neighborhoods, and the review of program performance; e.g., use of focus groups and the Internet.

The City will provide citizens with a reasonable opportunity to comment on the Plans and on substantial amendments to the Plans, and will make the citizen participation plan public. The citizen participation plan will be in a format accessible to persons with disabilities, upon request.

The City will take reasonable steps to provide language assistance to ensure meaningful access to participation by non-English-speaking residents of the community. The City of Lawrence Community Development Division (CDD) Limited English Proficiency (LEP) Plan is established pursuant to and in accordance with Title VI of the Civil Right Act of 1964, Executive Order 13166, "Improving Access to Services for Persons With Limited English Proficiency," and the Department of Housing and Urban Development's (HUD) Final Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against

National Origin Discrimination Affecting Limited English Proficient Persons, dated January 22, 2007, and effective February 21, 2007. The current CDD LEP Plan is available for public review online at: https://lawrenceks.org/pds/reports_plans/.

4. CONSULTATION (24 CFR 91.100)

In the development of the Plans, the City will consult with other public and private agencies and organizations that provide assisted housing, health services, and social services (including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, homeless persons), neighborhood-based groups, community-based and regionally-based organizations that represent protected class members, organizations that enforce fair housing laws, broadband internet service providers, organizations engaged in narrowing the digital divide, agencies whose primary responsibilities include the management of flood prone areas, public land or water resources, and emergency management agencies.

When preparing the portions of the consolidated plan describing the City's homeless strategy and the resources available to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) and persons at risk of homelessness, the City will consult with:

- (a) The Continuum of Care that serves the City's geographic area;
- (b) Public and private agencies that address housing, health, social service, victim services, employment, or education needs of low-income individuals and families; homeless individuals and families, including homeless veterans; youth; and/or other persons with special needs;
- (c) Publicly funded institutions and systems of care that may discharge persons into homelessness (such as health-care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and
- (d) Business and civic leaders.

When preparing the portion of its consolidated plan concerning lead-based paint hazards, the City will consult with state or local health and child welfare agencies and examine existing data related to lead-based paint hazards and poisonings, including health department data on the addresses of housing units in which children have been identified as lead poisoned.

The City also will consult with adjacent units of general local government and local and regional government agencies, including local government agencies with metropolitan-wide planning and transportation responsibilities, particularly for problems and solutions that go beyond a single jurisdiction.

The City will consult with the Lawrence-Douglas County Housing Authority regarding consideration of public housing needs, planned programs and activities, the AFH,

strategies for affirmatively furthering fair housing, and proposed actions to affirmatively further fair housing in the consolidated plan.

A variety of mechanisms may be utilized to solicit input from the persons/service providers/agencies listed above. These include posting and/or mailing notices of public meetings and hearings, telephone or personal interviews, mail surveys, social media, internet-based feedback and consultation workshops.

5. AVAILABILITY OF DRAFT AND APPROVED DOCUMENTS

The draft versions of Consolidated Plans and Annual Action Plans will present to residents, public agencies, and other interested parties, information that includes the estimated amount the City expects to receive (including grant funds and program income) and the range of activities that may be undertaken, including the estimated amount that will benefit persons of low- and moderate-income.

The City will publish the proposed Plans in a manner that affords its residents, public agencies, and other interested parties a reasonable opportunity to examine the contents and to submit comments. The requirement for publishing will be met by publishing a summary of each document in one or more newspapers of general circulation. The summary will describe the content and purpose of the Plan, and will include a list of the locations where copies of the entire proposed document may be examined.

The draft and final versions of Consolidated Plans, Annual Action Plans, CAPERs, Assessments of Fair Housing, and Citizen Participation Plans, and all related amendments, will be made available for public review online at the City of Lawrence website: https://lawrenceks.org/pds/reports_plans/.

Hard copies of the documents will be available at the City of Lawrence Planning and Development Services Department, 1 Riverfront Plaza, Suite 320 Lawrence, KS 66044. The City will provide a reasonable number of free copies of the Plans to residents and groups that request it.

The City will provide residents of the community, public agencies, and other interested parties with reasonable and timely access to information and records relating to the Plans, and use of assistance under the programs covered by this plan during the preceding five years.

6. AMENDMENTS

Substantial Amendments will be necessary whenever any of the criteria under each Plan listed below is proposed. Substantial amendments to any of the Plans will be subject to Citizen Participation Plan requirements. The City will consider all substantial amendments at a public meeting. Notice of all public meetings and information regarding the proposed substantial amendment will be made by publishing a notice prior to the meeting, which will begin the 30-day public comment period. The City will consider any comments or views of residents of the community received in writing, or orally at public hearings, if any, in preparing any substantial amendment. The recommendation regarding a substantial amendment will be forwarded to the City Commission for discussion and

consideration of approval at a regularly scheduled meeting. If approved, the substantial amendment shall be attached to the plan, and submitted along with all public comments or views, to the local HUD office. Implementation of the amendment shall not occur before the expiration of the public comment period.

- (a) Consolidated Plan and Annual Action Plan Amendment Considerations: A Substantial Amendment will be made to the Consolidated Plan or Annual Action Plan whenever one of the following decisions is made:
- (i) To change the allocation priorities or a change in the method of distribution of funds.
 - (ii) To carry out an activity, using funds from any program covered by the Consolidated Plan (including program income), not previously described in the plan.
 - (iii) To change the purpose of a previously approved activity. The following categories of purpose are established:
 - (A) Acquisition and/or Disposition of Real Property;
 - (B) Public Facilities and Improvements;
 - (C) Clearance;
 - (D) Public Services;
 - (E) Rehabilitation;
 - (F) Economic Development;
 - (G) Homeownership Assistance;
 - (H) Planning; and
 - (I) Program Administration
 - (iv) To change the scope of a previously approved activity. A change in scope will occur when the cost of the activity is reduced or increased by 50% or more, or when the quantity of the activity is reduced or increased by 50% or more.
 - (v) To change the location of a previously approved activity, when the change of location will cause the targeted group of beneficiaries to lose the benefit.
 - (vi) To change the beneficiaries of a previously approved activity, when the targeted groups of beneficiaries will no longer benefit, or when the percentage of low- and moderate-income beneficiaries will be less than the minimum required by federal law or regulation.

All other changes may be handled administratively and are not subject to the public hearing requirements of this Citizen Participation Plan. The following changes are considered administrative:

- (i) Proportional adjustments to previously approved activities to accommodate actual HUD allocation amounts (provided new subrecipients are not awarded funds).
 - (ii) Reallocation of funds, not exceeding an amount of \$100,000, between activities approved in the current or prior Annual Action Plan.
 - (iii) Reallocation of fund balance, in any amount, from a completed activity to another approved activity.
 - (iv) Establishment of additional measureable Goal Outcome Indicators for Strategic Plan goals as referenced in the approved Consolidated Plan
 - (v) If the carry forward of unspent grant funds would inhibit the City's ability to meet the CDBG timeliness spending test, allocations of CDBG funding in total amounts less than \$250,000 in a single Program Year may be directed toward eligible City Projects/Programs within the same category of the unspent allocation. The Planning and Development Services Director may propose one-time CDBG-eligible City infrastructure projects to the City Manager for such previously allocated but unspent CDBG funding. Depending on project size and scope, the City Manager may bring such one-time projects directly to the City Commission for authorization as deemed necessary and appropriate for the timely expenditure of CDBG funds.
- (b) Citizen Participation Plan Amendment Considerations: A substantial amendment to the Citizen Participation Plan is defined as an addition or deletion of the plan's priorities or goals. All other changes may be handled administratively and are not subject to the public hearing requirements of this Citizen Participation Plan.
- (c) Assessment of Fair Housing Amendment Considerations: An AFH previously accepted by HUD must be revised and submitted to HUD for review under the following circumstances:
- (i) A material change occurs. A material change is a change in circumstances in the jurisdiction of a program participant that affects the information on which the AFH is based to the extent that the analysis, the fair housing contributing factors, or the priorities and goals of the AFH no longer reflect actual circumstances. Examples include Presidentially declared disasters, under title IV of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, in the program participant's area that are of such a nature as to significantly impact the steps a program participant may need to take to affirmatively further fair housing; significant demographic changes; new significant contributing factors in the participant's jurisdiction; and civil

rights findings, determinations, settlements (including Voluntary Compliance Agreements), or court orders; or

- (ii) Upon HUD's written notification specifying a material change that requires the revision.

The City shall provide residents with reasonable notice of a revision to the AFH and provide not less than 30 calendar days to receive comments from residents. Notice of a revision to the AFH will be made public by publishing a notice prior to the revised AFH being submitted to HUD for review, which will begin the 30 day written comment period. The City shall consider the comments or views of residents, whether received in writing or orally, in regard to a revision to the AFH. A summary of any comments or views, and a summary of any comments or views not accepted and the reasons why, shall be attached to the revision to the AFH.

7. PUBLIC HEARINGS, NOTIFICATION AND ACCESS

The City will follow the following procedure in conducting public hearings and providing notification and access to all Consolidated Plan and Annual Action Plan documents discussed in this Citizen Participation Plan:

- (a) Public Hearing Process: The City will conduct at least two public hearings per year to obtain citizens' views and comments, and to respond to proposals and questions. Such meetings will be conducted at a minimum of two different times of the program year and together will cover the following topics:
 - (i) Housing and Community Development Needs;
 - (ii) Development of Proposed Activities;
 - (iii) Proposed strategies and actions for affirmatively furthering fair housing consistent with the AFH; and
 - (iv) Review of Program Performance.

To obtain the views of residents of the community on housing and community development needs, including priority nonhousing community development needs and affirmatively furthering fair housing, the City will conduct at least one of these hearings before the Consolidated Plan is published for comment.

The City, at its discretion, may conduct additional outreach, public meetings, or public hearings as necessary to foster citizen access and engagement.

- (b) Public Hearing Notification: Notification of public hearings will be posted/printed at least two weeks prior to the meeting date. Noticing may include printing a public notice in newspaper(s) of general circulation in the City, website posting, email, and/or press releases.

Notices will include sufficient information about the subject of the hearing, including summaries when possible and appropriate, to permit informed comment.

- (c) Public Review/Comment Period: Public notices will be printed/posted prior to the commencement of any public review/comment period alerting citizens of the documents for review. The minimum public review/comment period for each Plan is listed below:

Document	Public Comment Period
Consolidated Plan	30 days
Annual Action Plan	30 days
Substantial Amendments	30 days
CAPER	15 days
AFH	30 days
Citizen Participation Plan	30 days

Copies of all documents and notices will be available for public review at the City of Lawrence Planning and Development Services Department, 1 Riverfront Plaza, Suite 320 Lawrence, KS 66044, and on the City of Lawrence website: https://lawrenceks.org/pds/reports_plans/.

The City shall consider any comments or views of residents of the community received in writing or orally at all public hearings and/or meetings. A summary of these comments or views, and a summary of any comments or views not accepted and the reasons why, shall be attached to the Plans.

- (d) Access to Meetings: Unless otherwise noted, public hearings requiring City Commission action will be conducted at regularly scheduled City Commission meetings located at 6 E 6th Street, Lawrence, KS 66044. For public hearings and/or meetings not requiring City Commission action, the City will make every effort to conduct such meetings at a location accessible and convenient to potential and actual beneficiaries.

The City will provide residents of the community with reasonable and timely access to local meetings, consistent with accessibility and reasonable accommodation requirements, in accordance with section 504 of the Rehabilitation Act of 1973, the regulations at 24 CFR part 8, the Americans with Disabilities Act, and the regulations at 28 CFR parts 35 and 36, as applicable.

If an attendee or participant at a public hearing and/or meeting needs special assistance beyond what is normally provided, the City will attempt to accommodate such persons in every reasonable manner.

- (e) Technical Assistance: The City will provide for technical assistance to groups representative of persons of low- and moderate-income that request such assistance in commenting on the Plans and in developing proposals for funding assistance under any of the programs covered by the consolidated plan, with the level and type of assistance determined by the City. The assistance need not include the provision of funds to the groups.

- (f) Complaints: A complaint regarding any of the Plans and related documents covered by this Citizen Participation Plan must be submitted in writing to the Planning and Development Services Director, 1 Riverfront Plaza, Suite 320 Lawrence, KS 66044.

Community Development Division staff will assist the complainant with the preparation of written complaints and/or advise the complainant of other sources of technical assistance. All complaints shall be submitted on a Complaint Form provided by the Community Development Division and shall be signed by the complainant.

Pursuant to 24 CFR 91.105(j), the City will provide a timely, substantive written response to every written resident complaint within 15 working days, where practicable.

- (g) Individuals with Limited English Proficiency: The City will take reasonable steps to provide language assistance to ensure meaningful access to public hearings where a significant number of non-English speaking residents can be reasonably expected to participate. If an individual or participant with Limited English Proficiency needs assistance beyond what is normally provided, the City will attempt to accommodate their request in every reasonable manner.

The City of Lawrence Community Development Division (CDD) Limited English Proficiency (LEP) Plan is established pursuant to and in accordance with Title VI of the Civil Right Act of 1964, Executive Order 13166, "Improving Access to Services for Persons With Limited English Proficiency," and the Department of Housing and Urban Development's (HUD) Final Guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons, dated January 22, 2007, and effective February 21, 2007. The current CDD LEP Plan is available for public review online at: https://lawrenceks.org/pds/reports_plans/.

- (h) In the Event of an Emergency: In the event of an unforeseen and unpreventable event that renders in-person public gathering impossible or inadvisable, such as a natural disaster or pandemic, public hearings may be held as a virtual meeting. Meeting formats may include webinars, webcasts, telecasts, radio or audio broadcasts, or other virtual communication tools as appropriate for the meeting format. Virtual meetings must provide, at a minimum, an opportunity for the public to submit public questions and for the presenter or public officials to make public response, or an acknowledgement of receipt of the comments. All questions and responses must be documented, either via text, such as meeting minutes or chat scripts, or recorded, or as appropriate for the meeting format. Virtual meetings must be publicly noticed, and in the event traditional noticing tools are unavailable or will not effectively reach the public, alternative public noticing efforts must be made and documented.

In the event of an emergency, the following alternatives may be instituted by the City:

- (i) The public comment and display period for the Consolidated Plan and/or Annual Action Plan and any amendment thereto will be consistent with HUD's requirements;
- (ii) Draft documents for public comment and review will be made available on the City's website at https://lawrenceks.org/pds/reports_plans/. Copies of the draft documents will be e-mailed upon request, if possible;
- (iii) Public meetings may be held as virtual meetings using online platforms for public viewing with the option for real-time questions to be presented; and/or
- (iv) The City may opt to hold one public hearing during the Consolidated Plan/Annual Plan process and its second required public hearing during the CAPER process for the same program year if a virtual hearing is not feasible.

8. ANTIDISPLACEMENT AND RELOCATION PLAN

The City seeks to minimize, to the greatest extent feasible, the involuntary displacement, whether permanently or temporarily, of persons (families, individuals, businesses, nonprofit organizations, or farms) from projects funded with CDBG or HOME involving single or multi-family rehabilitation, acquisition, commercial rehabilitation, demolition, economic development, or capital improvement activities.

Projects that the City deems beneficial but that may cause displacement may be recommended and approved for funding only if the City demonstrates that such displacement is necessary and vital to the project and that they take efforts to reduce the number of persons displaced. Further, it must be clearly demonstrated that the goals and anticipated accomplishments of a project outweigh the adverse effects of displacement imposed on persons who must relocate.

This section describes the City's Residential Antidisplacement and Relocation Assistance Plan and how it will assist persons who will be temporarily relocated or permanently displaced due to the use of HUD funds. This plan takes effect whenever the City sponsors projects using CDGB or HOME funds that involve property acquisition or the demolition or conversion of low- and moderate-income dwelling units.

- (a) Minimizing Displacement: The City will take reasonable steps to minimize displacement occurring as a result of its CDBG and HOME activities. This means that the City will:
 - (i) Consider if displacement will occur as part of funding decisions and project feasibility determinations;
 - (ii) Assure, whenever possible, that occupants of buildings to be rehabilitated are offered an opportunity to return;

- (iii) Plan substantial rehabilitation projects in “stages” to minimize displacement; and
 - (iv) Meet all HUD notification requirements so that affected persons do not move because they have not been informed about project plans and their rights.
- (b) Relocation Assistance for Displaced Persons: Consistent with the goals and objectives of the CDBG and HOME programs, the City will take all reasonable steps necessary to minimize displacement of persons, even temporarily. If displacement occurs, the City will provide relocation assistance for lower income tenants who, in connection with an activity assisted under the CDBG and/or HOME Program(s), move permanently or move personal property from real property as a direct result of the demolition of any dwelling unit or the conversion of a lower-income dwelling unit in accordance with the requirements of 24 CFR 42.350. A displaced person who is not a lower-income tenant, will be provided relocation assistance in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR Part 24.
- (c) One-For-One Replacement of Lower-Income Dwelling Units: The City will replace all occupied and vacant occupiable lower-income dwelling units that are demolished or converted to a use other than as lower-income dwelling units in connection with a project assisted with funds provided under the CDBG and/or HOME Program(s).

Before entering into a contract committing the City to use HUD funds on a project that will directly result in demolition of lower-income dwelling units or the conversion of lower-income dwelling units to another use, the City will make public, by providing a notice that such information is available at the City of Lawrence Planning and Development Services Department, and submit to HUD, a One-for-One Replacement Plan that contains the following information in writing:

- (i) A description of proposed assisted activity;
- (ii) The location on a map and number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for lower-income dwelling units as a direct result of the assisted activity;
- (iii) A time schedule for the commencement and completion of demolition or conversion;
- (iv) The location on a map and number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units. If such data are not available at the time of the general submission, the submission shall identify the general location on an area map and the approximate number of dwelling units by size, and information identifying the specific

location and number of dwelling units by size shall be submitted and disclosed to the public as soon as it is available;

- (v) The source of funding and a time schedule for the provision of replacement dwelling units;
- (vi) The basis for concluding that each replacement dwelling unit will remain a lower-income dwelling unit for at least 10 years from date of initial occupancy; and
- (vii) Information demonstrating that any proposed replacement of dwelling units with smaller dwelling units (e.g., a 2-bedroom unit with two 1-bedroom units) is consistent with the needs assessment contained in its HUD-approved consolidated plan.

Under 24 CFR 42.375(d), the City may submit a request to HUD for a determination that the one-for-one replacement requirement does not apply, based on objective data, that there is an adequate supply of vacant lower-income dwelling units in standard condition available on a non-discriminatory basis within the area.

9. ASSESSMENT OF FAIR HOUSING

During the development of the Assessment of Fair Housing (AFH), the City of Lawrence will:

- (a) Encourage citizens to participate in the development of the AFH and any revisions of the AFH.
- (b) Encourage the participation of Continuums of Care, businesses, developers, nonprofit organizations, philanthropic organizations, and community-based and faith-based organizations, in the process of developing and implementing the AFH.
- (c) Encourage, in conjunction with public housing agency consultations, participation of residents of public and assisted housing developments, including any resident advisory boards, resident councils, and resident management corporations, in the process of developing and implementing the AFH, along with other low-income residents of targeted revitalization areas in which the developments are located.
- (d) Take reasonable steps to provide language assistance to ensure meaningful access to participation by non-English-speaking, limited English proficiency residents, and persons with disabilities.
- (e) Make available to the public, residents, public agencies, and other interested parties any HUD-provided data and the other supplemental information the City plans to incorporate into its AFH at the start of the public participation process (or as soon as feasible after).
- (f) Provide for at least one public hearing during the development of the AFH, and provide not less than 30 calendar days to receive comments from residents.

- (g) Provide residents of the community with reasonable and timely access to local meetings, consistent with accessibility and reasonable accommodation requirements, in accordance with section 504 of the Rehabilitation Act of 1973 and implementing regulations at 24 CFR part 8 as well as the Americans with Disabilities Act and implementing regulations at 28 CFR part 35 and 36, as applicable.
- (h) Publish the proposed AFH in a manner that affords its residents, units of general local government, public agencies, and other interested parties a reasonable opportunity to examine its content and to submit comments.
- (i) A summary which describes the content and purpose of the AFH, and includes a list of locations where copies of the entire proposed document may be examined, will be made public by publishing a display ad in one or more newspapers of general circulation, and by making copies of the AFH available on the City of Lawrence website at https://lawrenceks.org/pds/reports_plans/.
- (j) Provide for technical assistance to groups representative of persons of low-and-moderate income that request such assistance to comment on the AFH.
- (k) Consider the comments or views of residents, whether received in writing or orally at the public hearing, in preparing the final AFH. A summary of any comments or views, and a summary of any comments or views not accepted and the reasons why, shall be attached to the final AFH.
- (l) Provide a reasonable number of free copies of the AFH to residents and groups that request a copy.
- (m) Provide a timely, substantive written response to every written resident complaint related to the AFH and any revisions of the AFH, within an established period of time (normally within 15 working days, where practicable).

LAWRENCE STRATEGIC PLAN



City of Lawrence



**The strategic plan was adopted by
the 2020 Lawrence City Commission.**

Jennifer Ananda, Mayor
Brad Finkeldei, Vice Mayor
Stuart Boley, City Commissioner
Lisa Larsen, City Commissioner
Courtney Shipley, City Commissioner

City Manager
Craig Owens

For questions, please contact the City Manager's Office
cityhall@lawrenceks.org / 785-832-3400
Visit our website at lawrenceks.org

CONTENTS

2 Message from the City Manager

STRATEGIC PLAN FRAMEWORK

5 How We Got Here

7 Mission, Vision, Organizational Values

8 Outcomes

10 Commitments

12 Measuring Our Progress

OUTCOMES

14 Unmistakable Identity

18 Strong, Welcoming Neighborhoods

22 Safe and Secure

26 Prosperity and Economic Security

30 Connected City

34 City-Wide

39 Acknowledgments



Dear Lawrence,

We are exceedingly proud to share with you our strategic plan that will guide the next three-to-five years of work in our community. Community involvement has been an essential component since we began this process, and I hope everyone in Lawrence will see this strategic plan as something that was made for and by our community.

Born out of community engagement, interpreted and curated by its elected leaders and translated into plans of action, we were able to create a plan that outlines:

- WHY we do what we do,
- WHAT it will take for us to achieve the future we have described, and
- HOW we will accomplish our work with commitment

This is the community's plan. We want to thank everyone who participated and contributed. During our community engagement efforts, more than 3,000 community members contributed valuable personal time to collaborate in our process and make sure we heard from them. Thank you — these efforts are earnestly appreciated. I sincerely hope that everyone who participated can see a reflection of their ideas in this strategic plan and that you will work with us in making it a reality.

The work ahead will be challenging, and it will require continued listening, learning and adapting that we hope will ultimately be very rewarding as we arrive in the future we have planned and built together. The vivid vision this plan captures is ambitious, readily achievable and unique to Lawrence. As your City team and as fellow members of our community, we look forward to working together to create a community where all enjoy life and feel at home.

Sincerely,

Craig S. Owens



STRATEGIC PLAN FRAMEWORK



HOW WE GOT HERE

As work on the City's previous strategic plan neared completion in February 2020, members of the Lawrence City Commission wanted to begin a new process to create a strategic plan that would guide the following three-to-five years.

Commissioners directed staff to create a strategic plan that reflects the community's perceptions of the City today as well as its hopes for the future. Because of this, community engagement has been a core component since this strategic plan process began. In total, the City engaged in two rounds of community involvement. In the first round, Lawrence residents had a variety of opportunities to make their voice heard, with engagement opportunities that included:

- Community meetings
- Facilitated discussions with community groups
- Tabling events at local businesses and events
- Facilitated discussions with government stakeholders and employee groups
- Online feedback forum

Several themes emerged from responses during the first round of community engagement:

- **When asked about what the City does well, residents praised the quality of the City's Parks and Recreation services.** Residents also noted the City does a good job keeping its residents safe and they praised the community engagement efforts.
- **When asked what additional services the City should be providing, residents shared that they would value an expanded transit system and enhanced street and sidewalk maintenance.** The third most common response was the desire for more services to address homelessness.
- **When asked what they viewed as the top three issues facing our community, residents identified affordable housing, homelessness and development.** With development, residents expressed a concern that urban sprawl may contribute to a loss of the City's uniqueness or sense of community.
- **When asked what they wanted to stay true about Lawrence into the future, residents indicated they wanted to maintain the vibrancy of Downtown Lawrence.** Additionally, many residents shared a desire for the City to maintain a thriving arts community as well as continue to offer quality Parks & Recreation services.
- **When asked what was not true about Lawrence today that they hoped would be in the future, residents shared they would like to see more environmental programs.** Residents were also interested in more services to address homelessness and more affordable housing.





A second round of community engagement activities came during the COVID-19 pandemic and included a series of community check-in meetings held virtually via Zoom as well as another online feedback forum. These renewed engagement opportunities asked community members to reflect on the feedback received in the first round and share if they had any changes in light of recent local and national events.

The priorities and findings identified by the second round of community engagement included:

- The issues of affordable housing and homelessness, which participants believe are interrelated.
- The Lawrence economy needs to be strengthened.
- Racial equity should be addressed.

Participants were also asked to identify action items they believed the City should pursue in order to address the policy priorities. The action items that were identified include:

- Multimodal and affordable transit should be expanded.

- Promote economic development strategies to strengthen the Lawrence economy.
- Provide services to prevent homelessness and support those who are currently experiencing homelessness.
- Address the City's funding shortfalls.

Following the analysis of community engagement efforts, City Commissioners worked with staff to develop a strategic plan framework that incorporated community feedback and formed the backbone of our strategic plan.

MISSION VISION ORGANIZATIONAL VALUES

Our strategic plan outlines the process through which we will accomplish our mission and fulfill our vision for Lawrence. The mission, vision and organizational values were all adopted by the Lawrence City Commission in October 2020 as part of the strategic plan framework.

Mission

We create a community where all enjoy life and feel at home

Vision


The City of Lawrence — supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

Organizational Values

Character, Competence, Courage, Collaboration, Commitment


OUTCOMES

To realize our vision for Lawrence, our strategic plan is centered on achieving these outcomes. The outcomes represent what our City is “in business to do” and what we plan to accomplish for our community.




Unmistakable Identity

Lawrence is a welcoming community, synonymous with arts, diverse culture, fun, and a quintessential downtown. City parks and community events contribute to the vibrancy experienced by all people in Lawrence.



Strong, Welcoming Neighborhoods

All people in Lawrence live in safe, functional, and aesthetically unique neighborhoods that provide opportunities to lead healthy lifestyles with access to safe and affordable housing and essential services that help them thrive.




Safe and Secure

Lawrence is a community where all people feel safe and secure and have access to trusted public and community-based safety resources.



Prosperity and Economic Security

The City of Lawrence fosters an environment that provides all people and businesses the opportunity for economic security and intentionally acknowledges, removes, and prevents barriers created by systemic and institutional injustice. Our community succeeds because of collective prosperity and a vibrant, sustainable local economy.



Connected City

The City of Lawrence has well-maintained, functional, and efficient infrastructure, facilities, and other assets. Connectivity supports accessible, sustainable methods for safely moving people and information throughout the community and the region. Investment in these assets reflects the City’s commitment to contribute to the well-being of all people.



COMMITMENTS

The way in which we accomplish the work set out in this plan is as important as the outcomes. This is why our commitments are essential. With these six commitments to how we do our work, the City will ensure we’re following through on our strategic plan in the right way and with excellence.



Community Engagement: Listen, share, and engage with our community to drive action and build trust in City government.

We invite and welcome all community members to collaborate and innovate with us. Through strong and equitable engagement with our community, we share and receive information about important city services and community life.



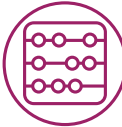
Efficient and Effective Processes: Intentional and consistent delivery of city services.

We focus on process improvement by working collaboratively to understand needs, research, adapt and develop successful solutions. Trust-worthy processes are the foundation for the delivery of city services.



Equity and Inclusion: Fair and impartial delivery of services so that no group is disadvantaged or burdened along with having inclusive representation and participation for all.

Inclusion and racial equity drive the culture of our organization and our community. When we intentionally prioritize race, it can no longer be used to predict life outcomes and outcomes are improved for all. We remove systemic barriers to reconcile historic injustices and their continued presence in our work.



Sound Fiscal Stewardship: Efficient use and sustainable management of resources that align with community priorities.

We build and maintain public trust while using our resources to achieve high value. We provide transparent, easy access to relevant, accurate data for budgeting and decision making.



Engaged and Empowered Teams: People throughout the organization are trusted, supported, and cared for as we build community.

We invest in and cultivate service to community, individual growth, team development, respect, and trust. Our very best is achieved by a diverse, engaged, collaborative, and innovative organizational culture.



Environmental Sustainability: A deep respect for our place in relationship with the planet and environment.

We consider the environmental consequences of every decision, big and small, knowing that our actions have impacts beyond our boundaries. We protect and restore our ecosystem to make it healthier and more balanced for future generations.

MEASURING OUR PROGRESS

How will we achieve these outcomes? And where do the commitments come into play? They work in tandem, step-by-step because how we do the work (our commitments) is as important as what we are working toward (our outcomes).

The City has built plans that are targeted at achieving these outcomes while maintaining our commitments. The plans are centered on progress indicators, which are specific measures that will show if our work is making a difference by moving the needle in a positive direction. By considering our commitments when creating the progress indicators, we looked at how we would accomplish each outcome.

For each progress indicator, the City set a target for what would indicate success in that area and developed strategies for achieving those targets.

These strategies are the guiding force for the work the City will be doing in the coming years. They will guide future budgets, hiring choices and more City-wide decisions to ensure we have the resources available to bring our vision for Lawrence to life.

The following pages of this document go into detail on the progress indicators and strategies for each outcome area.





UNMISTAKABLE IDENTITY



UI: UNMISTAKABLE IDENTITY

PROGRESS INDICATORS

Community Engagement

UI-1: Percent of residents who are satisfied or very satisfied with the Parks & Recreation system

UI-2: Percent of residents who are satisfied or very satisfied with the amount of arts, diverse culture and events

Efficient and Effective Processes

UI-3: Number of people who have visited or utilized a City park/trail, City recreation facility, City recreation program, Theatre Lawrence, Watkins Museum of History, Lawrence Arts Center, the eXplore Lawrence Tourism Center and/or Lawrence Public Library

UI-4: Percent of residents who have attended an event in the past year

Equity and Inclusion

UI-5: Percent of black, indigenous, and people of color (BIPOC) residents rating the community as welcoming

UI-6: Percent of residents who believe their culture is celebrated in the community (i.e. festivals, parades, events, etc.)

UI-7: Percent of scholarship need that is met for recreation programs

Sound Fiscal Stewardship

UI-8: Net City cost per visitor attending each event

UI-9: Percent of Parks & Recreation programming that is meeting the cost recovery target

UI-10: Retail sales in Downtown Lawrence

Engaged and Empowered Teams

UI-11: Employee Engagement Index for Parks & Recreation

Environmental Sustainability

UI-12: Acres of park green space per resident

UI-13: Number of events that celebrate and enhance area environmental sustainability

UI-14: Number of trees planted, removed and maintained to create a healthy tree canopy

STRATEGIES

Community Engagement

STRATEGY: Market Lawrence as a destination for parks and recreation as well as community and cultural events.

PROGRESS INDICATORS: UI-1, UI-2

STRATEGY: Enhance parks, park amenities and recreational opportunities to meet the needs of a growing city.

PROGRESS INDICATOR: UI-1

STRATEGY: Invest in green infrastructure to provide attractive entrances to the City, a sustainable urban forest and an inviting downtown business district.

PROGRESS INDICATORS: UI-1, UI-14

Efficient and Effective Processes

STRATEGY: Strengthen the network linking cultural organizations and events to increase resident awareness and participation in cultural opportunities.

PROGRESS INDICATORS: UI-3, UI-4

Equity and Inclusion

STRATEGY: Develop and support initiatives that engage underserved and under-represented communities.

PROGRESS INDICATORS: UI-5, UI-6, UI-7

STRATEGY: Provide accessible, diverse and inclusive parks and recreation programs and amenities for all ages and abilities, with a specific focus on historically marginalized communities.

PROGRESS INDICATORS: UI-5, UI-6, UI-7

Sound Fiscal Stewardship

STRATEGY: Establish a system to evaluate the impact of cultural activities on community engagement and inclusion.

PROGRESS INDICATORS: UI-8, UI-9, UI-10

STRATEGY: Ensure cost recovery targets meet the goals set in the cost recovery pyramid, and that they allow individuals at all income levels to have access to recreational services provided by the City.

PROGRESS INDICATORS: UI-9



Did you know the Lawrence Busker Festival is the **longest-running street performer festival in the United States?** It's also **currently the largest attended busker festival nationwide.**



Keeping Lawrence green! The City of Lawrence has more than **4,000 acres of parks**, and our parks and recreation department plants **700-800 new trees every year.**

STRATEGY: Strengthen the perception of downtown as a destination for retail shopping, dining, unique character, atmosphere, culture, art, parks and events.

PROGRESS INDICATORS: UI-10

Engaged and Empowered Teams

The Engaged and Empowered Teams progress indicator for this outcome (UI-11) is addressed in the City-Wide strategies (page 37).

Environmental Sustainability

STRATEGY: Acquire, identify and develop park properties to assure adequate open space and recreational opportunities are available in all areas of the City.

PROGRESS INDICATORS: UI-12

STRATEGY: Increase educational classes, public events and celebrations that emphasize preservation of the environment.

PROGRESS INDICATORS: UI-13

STRATEGY: Manage natural resources in the community to assure trees are planted and maintained in accordance with the Street Tree Program.

PROGRESS INDICATORS: UI-14



In 2019, TripAdvisor named Downtown Lawrence as the **#1 tourist destination in Kansas!**

At one electronics recycling event hosted by the Lawrence-Douglas County Sustainability Office, they collected nearly **80,000 pounds of electronics!**

For more than **40 years**, Lawrence has earned the designation of being a **Tree City USA.**



STRONG, WELCOMING NEIGHBORHOODS



SWN: STRONG, WELCOMING NEIGHBORHOODS

PROGRESS INDICATORS

Community Engagement

SWN-1: Percent of residents who perceive the City as a good or very good place to live

Efficient and Effective Processes

There are no Efficient and Effective Processes progress indicators for this outcome.

Equity and Inclusion

SWN-2: Percent of residential units within a half mile of City green space

SWN-3: Percent of residential units within a half mile of a walking/biking trail

SWN-4: Percent of residential units within a half mile of a school or library

SWN-5: Percent of households that are experiencing housing stress (spending more than 30% of their income on housing)

SWN-6: Point-in-time count of people experiencing homelessness

Sound Fiscal Stewardship

SWN-7: Affordable Housing Sales Tax dollars invested divided by unit investments

SWN-8: Infrastructure cost per new residential unit

SWN-9: Cost per capita of solid waste collected

Engaged and Empowered Teams

SWN-10: Employee Engagement Index for Planning & Development Services

SWN-11: Employee Engagement Index for Solid Waste

Environmental Sustainability

SWN-12: Acres per resident of public land used for environmentally sustainable uses (food production, native landscaping, monarch waystations, green infrastructure, etc.)

SWN-13: Connectivity of healthy food providers by transit, bike routes or sidewalks

SWN-14: Percent of residential, commercial and industrial units (all construction) above or at energy code

STRATEGIES

Community Engagement

STRATEGY: Improve the relationship of the Planning & Development Services department and the community at-large.

PROGRESS INDICATORS: SWN-1, SWN-10

Efficient and Effective Processes

There are no Efficient and Effective Processes strategies for this outcome.

Equity and Inclusion

STRATEGY: Ensure equitable access and continue to improve parks, recreation opportunities, open spaces and trails within the community.

PROGRESS INDICATORS: SWN-2, SWN-3

STRATEGY: Identify new and unused residential zoning areas for new housing units within one-half mile of schools or libraries.

PROGRESS INDICATORS: SWN-4

STRATEGY: Create more ownership options for low- and moderate-income renters who want to become owners by increasing the supply of affordable housing options.

PROGRESS INDICATORS: SWN-5

STRATEGY: Create lasting solutions to connect people to housing to make homelessness a rare, brief and one-time experience.

PROGRESS INDICATORS: SWN-6

Sound Fiscal Stewardship

STRATEGY: Increase affordable housing opportunities by investing in underutilized properties, developing innovative partnerships and identifying additional funding sources.

PROGRESS INDICATORS: SWN-7

STRATEGY: Review and improve subdivision regulations and encourage larger developments to foster greater economies of scale.

PROGRESS INDICATORS: SWN-8

STRATEGY: Review and benchmark solid waste routes and service levels to improve system efficiencies.

PROGRESS INDICATORS: SWN-9



There are more than **85 MILES** of trails for walkers, runners, bicycle riders and more to use throughout Lawrence.



From 2013 to 2018, the number of housing units in Lawrence grew by **7%**.



Split down the middle! According to 2019 Census data, **55.1%** of homes in Lawrence are rentals and **44.9%** are owner-occupied.

Engaged and Empowered Teams

The Engaged and Empowered Teams progress indicators for this outcome (SWN-10 and SWN-11) are addressed in the City-Wide strategies (page 37).

Environmental Sustainability

STRATEGY: Use public land following available best practices for food production, urban forestry, native landscaping and pollinator habitats.

PROGRESS INDICATORS: SWN-12

STRATEGY: Integrate green infrastructure best practices into public projects.

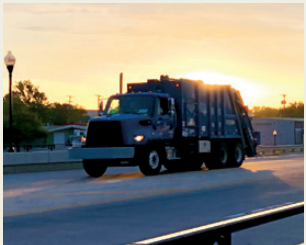
PROGRESS INDICATORS: SWN-12

STRATEGY: Improve multimodal transportation options when traveling to priority destinations.

PROGRESS INDICATORS: SWN-13

STRATEGY: Identify energy efficiency opportunities for residential, industrial and commercial buildings.

PROGRESS INDICATORS: SWN-14



In addition to residential trash service, the City of Lawrence offers curbside single-stream recycling and yard waste collection.



Through our Common Ground program, the City leases under-utilized properties to residents for free with one rule: Grow food! The program is celebrating its 10th season in 2021!

DEFINITION: Multimodal transportation describes all types or modes of transportation, including walking/wheeling, bicycling, driving or riding the bus.



SAFE AND SECURE



SaS: SAFE AND SECURE

PROGRESS INDICATORS

Community Engagement

SaS-1: Percent of residents who perceive Lawrence as safe or very safe

Efficient and Effective Processes

SaS-2: Part 1 crimes per 1,000 residents

SaS-3: Percent of fires contained to their room of origin

SaS-4: Percent of cardiac arrest patients with pulsatile rhythms upon arrival to a hospital

SaS-5: Number of responses to a mental health crisis per 1,000 residents

Equity and Inclusion

SaS-6: Variance of satisfaction with perceptions of safety by race, gender, education and income

SaS-7: Number of Child Protective Services reported incidents to the Kansas Department for Children and Families for Douglas County per 1,000 residents

SaS-8: Percent of residents rating trust in emergency services departments as satisfied or very satisfied

SaS-9: Sexual and domestic violence per 1,000 residents

Sound Fiscal Stewardship

SaS-10: Expenditure per 1,000 residents for Police and Fire/Emergency Medical Services

Engaged and Empowered Teams

SaS-11: Employee Engagement Index for Police

SaS-12: Employee Engagement Index for Fire Medical

SaS-13: Percent of Law Enforcement Officers meeting or exceeding 80 hours of annual training

SaS-14: Percent of Firefighters meeting or exceeding 228 hours of firefighter training

Environmental Sustainability

There are no Environmental Sustainability progress indicators for this outcome.

STRATEGIES

Community Engagement

STRATEGY: Use community empowerment and education to eliminate, reduce and respond to events, trends and activities that pose the greatest threat to safety and security.

PROGRESS INDICATORS: SaS-2, SaS-3, SaS-4, SaS-9

STRATEGY: Enhance partnerships and programs community-wide to protect and enhance public health, including physical, behavioral and mental health.

PROGRESS INDICATORS: SaS-2, SaS-5

STRATEGY: Provide community education and engagement on support services before, during and after traumatic events.

PROGRESS INDICATORS: SaS-1, SaS-8

STRATEGY: Enhance our partnerships with community organizations and governmental agencies to 1) reduce instances of sexual and domestic violence incidents and 2) respond to and assist victims through their recovery.

PROGRESS INDICATORS: SaS-2, SaS-9

Efficient and Effective Processes

STRATEGY: Promote prevention information and provide rapid and skilled emergency response to control the spread of fire.

PROGRESS INDICATORS: SaS-3, SaS-13, SaS-14

STRATEGY: Provide rapid and skilled emergency response to cardiac arrest events.

PROGRESS INDICATORS: SaS-4, SaS-13, SaS-14

STRATEGY: Provide rapid, skilled and appropriate response to Part 1 offenses, domestic violence and other serious, time-critical incidents.

PROGRESS INDICATORS: SaS-5, SaS-9, SaS-13, SaS-14


Equity and Inclusion

STRATEGY: Establish a baseline, identify gaps and develop activities to improve health impacts to all marginalized identities within the community. Prepare and provide community-based education and solutions based upon the gathered data.

PROGRESS INDICATORS: SaS-6, SaS-7, SaS-9

The smartphone app MyStrength is available for free to all Douglas County residents. This 24/7 resource offers a variety of programs, including mindfulness and meditation, improving sleep, reducing stress, controlling anxiety, managing depression, balancing intense emotions, facing racism and discrimination, and more.

.....



Over the past three years, Lawrence-Douglas County Fire Medical has responded to an average of 44.33 structure fires annually in the City of Lawrence and 215.67 cardiac arrests annually in Lawrence and Douglas County.

STRATEGY: Enhance or establish partnerships and collaboration with existing community organizations, governmental agencies, healthcare providers and schools with a focus on increasing awareness of and access to resources that will impact trends and reduce repeated incidents.

PROGRESS INDICATORS: SaS-5, SaS-6, SaS-7, SaS-9

STRATEGY: Train and equip personnel to effectively respond to and support the investigation of incidents involving a child in need of care (CINC) or other incidents falling under the jurisdiction of the Kansas Department for Children and Families.

PROGRESS INDICATORS: SaS-7, SaS-9, SaS-13

Sound Fiscal Stewardship

STRATEGY: Develop a strong, reliable and integrated system of volunteer and community resources.

PROGRESS INDICATORS: SaS-8, SaS-10

STRATEGY: Reduce redundancy with other safety agencies, City departments and community resources.

PROGRESS INDICATORS: SaS-10

STRATEGY: Maximize use of civilian capabilities to make deployment of specialized and highly technical personnel more efficient.

PROGRESS INDICATORS: SaS-8, SaS-10, SaS-11, SaS-12

Engaged and Empowered Teams

STRATEGY: Train and equip personnel to skillfully support mental, behavioral, and physical well-being of community members.

PROGRESS INDICATORS: SaS-5, SaS-13, SaS-14

STRATEGY: Train and equip personnel to effectively respond to and investigate incidents related to Part I offenses.

PROGRESS INDICATORS: SaS-2, SaS-9, SaS-11, SaS-12, SaS-13

STRATEGY: Train and equip personnel to effectively respond to and investigate incidents involving sexual and domestic violence.

PROGRESS INDICATORS: SaS-2, SaS-9, SaS-11, SaS-12, SaS-13

Environmental Sustainability

STRATEGY: Evaluate public safety processes for opportunities to enhance environmental management practices.

PROGRESS INDICATORS: SaS-1, SaS-8, SaS-10



In 2020, Lawrence-Douglas County Fire Medical provided 56,239 hours of department training.



In 2020, the Lawrence Kansas Police Department moved into their facility at 5100 Overland Drive.



PROSPERITY AND ECONOMIC SECURITY



PROGRESS INDICATORS

Community Engagement

PES-1: Percent of businesses rating Lawrence as a good or excellent place to do business

PES-2: Percent of residents rating Lawrence as a good or excellent place to work

Efficient and Effective Processes

PES-3: Target industry employment growth (target industries: creative and professional services; research and biomedical; computers, electronics and information technology; advanced materials and green manufacturing)

PES-4: Average calendar days from application to issuance for development permits for commercial development

Equity and Inclusion

PES-5: Women/minority business ownership rate

PES-6: Variance of median income by race

PES-7: Area median income

Sound Fiscal Stewardship

PES-8: Five-year rolling average of the total commercial building permit value

PES-9: Percent of private dollars leveraged to City dollars

Engaged and Empowered Teams

There are no Engaged and Empowered Teams progress indicators for this outcome.

Environmental Sustainability

PES-10: Percent of development that is infill

STRATEGIES

Community Engagement

STRATEGY: Establish Lawrence as the most business friendly community in the region.

PROGRESS INDICATORS: PES-1, PES-4

STRATEGY: Make existing businesses a priority, providing robust support for business retention and expansion.

PROGRESS INDICATORS: PES-1

STRATEGY: Provide resources and support for small and medium-sized businesses to grow and expand.

PROGRESS INDICATORS: PES-1, PES-3, PES-5

STRATEGY: Create programs that recover, sustain and grow the arts and entertainment community.

PROGRESS INDICATORS: PES-1, PES-2, PES-6

STRATEGY: Enhance childcare options at all price levels.

PROGRESS INDICATORS: PES-2

STRATEGY: Increase and focus resources to generate entrepreneurial and tech-related company growth.

PROGRESS INDICATORS: PES-2, PES-3, PES-7

Efficient and Effective Processes

STRATEGY: Enhance and streamline permitting processes and development codes.

PROGRESS INDICATORS: PES-4

Equity and Inclusion

STRATEGY: Ensure greater economic opportunities amongst historically marginalized populations, communities and businesses.

PROGRESS INDICATORS: PES-5, PES-6, PES-7



In a 2020 community survey, **57%** of respondents said they would consider Lawrence a business-friendly community while **43%** said they would not.

There are **seven** self-employed workers for every **100** residents in Lawrence.



According to a 2017 study, the arts and culture industry created more than **\$30,760,000** in total spending in Lawrence, which accounted for more than **1,000** full-time jobs and **\$1,255,000** in local government revenue.

Sound Fiscal Stewardship

STRATEGY: Attract private development partners based on community plan objectives and goals.

PROGRESS INDICATORS: PES-3, PES-8, PES-9

STRATEGY: Create new incentives that are targeted at businesses and industries that provide pathways to economic success for the employees, the company and the community.

PROGRESS INDICATORS: PES-1, PES-2, PES-3, PES-5, PES-9

Engaged and Empowered Teams

There are no Engaged and Empowered Teams strategies for this outcome.

Environmental Sustainability

STRATEGY: Utilize infill development to enhance the local food system and related businesses.

PROGRESS INDICATORS: PES-10

STRATEGY: Establish sustainability initiatives for infill development and explore related research and technology partnerships, including smart investments.

PROGRESS INDICATORS: PES-10



Currently being constructed in Lawrence, the Pretzels Inc. plant at 23rd & O'Connell is the **third largest** economic development project underway in Kansas in 2021. The project has **\$88 million** in total investment.

DEFINITION: Infill Developments is the process of developing vacant or under-used parcels within existing urban areas that are already largely developed.



CONNECTED CITY



CC: CONNECTED CITY

PROGRESS INDICATORS

Community Engagement

CC-1: Percent of residents satisfied or very satisfied with the condition of major city streets

CC-2: Percent of residents satisfied or very satisfied with their transportation experiences (driving, walking/wheeling, biking, riding the bus, etc.)

Efficient and Effective Processes

CC-3: Months per year the City is in compliance with minimum water and wastewater discharge standards

CC-4: Percent of goals met for reliability of water, wastewater, transit, fleet, traffic signals, information technology systems, the Pavement Condition Index and the Fire Medical and Police departments

Equity and Inclusion

CC-5: Percent of sidewalks and shared use paths in compliance with the Americans with Disabilities Act (ADA) and deflection minimum standards

CC-6: Percent of residential units in the Environmental Justice Zone within a quarter mile of a transit stop or on-demand transit zone

Sound Fiscal Stewardship

CC-7: Cost per gallon of clean and wastewater treated

CC-8: Cost per lane mile (including street maintenance and reconstruction costs)

CC-9: Cost per passenger trip on Lawrence Transit

Engaged and Empowered Teams

CC-10: Employee Engagement Index for Municipal Services & Operations (except Solid Waste)

Environmental Sustainability

CC-11: Percent of trips not taken in automobile (driven-alone)

CC-12: Percent of City-used energy (electric, natural gas, fuel) that is renewable

CC-13: Miles of trails

CC-14: Number of public infrastructure projects that account for climate adaptation

STRATEGIES

Community Engagement

STRATEGY: Invest in multimodal infrastructure and services to improve mobility, safety and connectivity.

PROGRESS INDICATORS: CC-1, CC-2, CC-5, CC-6, CC-13, SWN-3, SWN-13

Efficient and Effective Processes

STRATEGY: Enhance the City’s performance management system to track accountability, improve transparency and streamline operations.

PROGRESS INDICATORS: CC-3, CC-4, CC-7, CC-8

STRATEGY: Prioritize and enhance timely, accurate, reliable, accessible and transparent information, processes and services to ensure a Connected City.

PROGRESS INDICATORS: CC-2, CC-4,

STRATEGY: Establish a technology strategy and support connectivity through interdepartmental and external stakeholder collaboration.

PROGRESS INDICATORS: CC-4, CC-12

Equity and Inclusion

STRATEGY: Update and implement the American with Disabilities Act (ADA) Transition Plan to reduce barriers to access.

PROGRESS INDICATORS: CC-5

STRATEGY: Improve multimodal connectivity with an emphasis on pedestrian and bicycle demand and transportation for disadvantaged populations.

PROGRESS INDICATORS: CC-2, CC-5, CC-6, CC-13



Lawrence Transit and the University of Kansas have nearly **400** bus stops throughout the City and university campus.



Once completed, the Lawrence Loop will be a continuous **22-mile** loop encircling the City of Lawrence. Currently, just under **18 miles** are completed.

Sound Fiscal Stewardship

STRATEGY: Institute an asset management framework to achieve the desired level of service expectations for infrastructure and services.

PROGRESS INDICATORS: CC-4, CC-7, CC-8

STRATEGY: Follow the implementation schedule for infrastructure improvements identified in the City’s Integrated Plan to achieve clean water and human health goals while addressing aging infrastructure, climate change and competing priorities for funding.

PROGRESS INDICATORS: CC-3, CC-4, CC-7, CC-14

STRATEGY: Maximize ridership through Lawrence Transit route redesign and improved access, comfort and convenience for all riders.

PROGRESS INDICATORS: CC-2, CC-6, CC-9, CC-11

Engaged and Empowered Teams

The Engaged and Empowered Teams progress indicator for this outcome (CC-10) is addressed in the City-Wide strategies (page 37).

Environmental Sustainability

STRATEGY: Reduce energy consumption by the City of Lawrence.

PROGRESS INDICATOR: CC-12

STRATEGY: Utilize a green rating system for infrastructure projects.

PROGRESS INDICATORS: CC-14

STRATEGY: Enhance transportation options and choices to minimize adverse social, economic and environmental impacts created by transportation.

PROGRESS INDICATORS: CC-2, CC-11, CC-13

STRATEGY: Establish land use policies and codes that minimize the need to walk or bike more than 15 minutes for basic needs such as groceries, medicine, general merchandise, schools and transit.

PROGRESS INDICATORS: CC-2, CC-6, CC-11, CC-13

Did you know: An average of **two million** gallons of water go through the Wakarusa Wastewater Treatment Plant every day!



Approximately **3.6%** of Lawrence residents use public transportation to get to work.

In March 2020, the City Commission set a goal of the City using **100%** clean, renewable energy by 2035.



CITY-WIDE

These City-Wide progress indicators and strategies are designed to generate progress throughout the entire organization and all outcome areas (rather than addressing a specific outcome).

CW: CITY-WIDE

PROGRESS INDICATORS

Community Engagement

CW-1: Percent of residents who are satisfied or very satisfied with the access, availability and timeliness of information

CW-2: Of residents who have engaged with a City department in the past year, the percent who were satisfied with the overall quality of service provided

CW-3: Percent of City projects that follow the community engagement plan

Efficient and Effective Processes

CW-4: Number of processes that are evaluated and improved every year

Equity and Inclusion

CW-5: Overall Municipal Equality Index score

Sound Fiscal Stewardship

There are no City-Wide Sound Fiscal Stewardship progress indicators.

Engaged and Empowered Teams

CW-6: Overall Employee Engagement Index

CW-7: Employee Engagement Index for internal service departments

CW-8: Percent of employees who are satisfied with their jobs

Environmental Sustainability

There are no City-Wide Environmental Sustainability progress indicators.



STRATEGIES

Community Engagement

STRATEGY: Create and implement a City-Wide community engagement plan.

PROGRESS INDICATORS: CW-1, CW-2, CW-3

STRATEGY: Implement a City-Wide customer relations management software system.

PROGRESS INDICATORS: CW-2

Efficient and Effective Processes

STRATEGY: Develop and implement performance improvement capacity to enhance processes and reduce frustration.

PROGRESS INDICATORS: CW-4

Equity and Inclusion

STRATEGY: Improve diversity-focused hiring, recruitment, promotion and outreach efforts so that the City workforce reflects the community we serve.

PROGRESS INDICATORS: CW-5, CW-6

STRATEGY: Utilize the Human Rights Campaign Municipal Equality Index (MEI) scorecard as guidance to advance equity.

PROGRESS INDICATORS: CW-5

STRATEGY: Identify and implement best practices for advancing diversity, equity and inclusion throughout City government and with external stakeholders.

PROGRESS INDICATORS: CW-5

Sound Fiscal Stewardship

There are no City-Wide Sound Fiscal Stewardship strategies.



The City of Lawrence has adopted IAP2—International Association of Public Participation—standards for community engagement. This means our engagement efforts are goal-driven, values-based and decision-oriented.



The City of Lawrence was designated an “All-Star City” in the Human Rights Campaign’s 2020 Municipal Equality Index for earning a score of **98 out of 100**. The index assesses each city on criteria covering city-wide non-discrimination protections, policies for municipal employees, city services, law enforcement and city leadership’s relationship on LGBTQ equality.

Engaged and Empowered Teams

STRATEGY: Develop, refine and promote activities related to employee career development and succession planning.

PROGRESS INDICATORS: CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

STRATEGY: Provide safe environments and programs that promote and encourage the physical, mental and emotional wellbeing of City employees.

PROGRESS INDICATORS: CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

STRATEGY: Compensate and reward employees so they can focus on complex and long-term outcomes that serve our community.

PROGRESS INDICATORS: CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

STRATEGY: Build trust throughout all levels of the organization by encouraging feedback and creating open, two-way communication.

PROGRESS INDICATORS: CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

STRATEGY: Recognize our successes through open appreciation.

PROGRESS INDICATORS: CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

STRATEGY: Create a welcoming environment with space for autonomy, innovation and continuous improvement where all members of the organization can discover their purpose.

PROGRESS INDICATORS: CW-6, CW-7, CW-8, UI-11, SWN-10, SWN-11, SaS-11, SaS-12, CC-10

Environmental Sustainability

There are no City-Wide Environmental Sustainability strategies.

- UI: UNMISTAKABLE IDENTITY
- SWN: STRONG, WELCOMING NEIGHBORHOODS
- SaS: SAFE AND SECURE
- PES: PROSPERITY AND ECONOMIC SECURITY
- CC: CONNECTED CITY
- CW: CITY-WIDE



ACKNOWLEDGMENTS

The City of Lawrence strategic plan reflects our community, and it would not have been possible without the support of community organizations and residents who took the time to tell us what they envisioned for our future. Our thanks are given to the following organizations; some allowed us to host facilitated discussions with their organization, some allowed us to table at heavily trafficked areas, and some displayed our flyer for the public. All of these efforts made a difference. Thank you.

- 1900 Barker Bakery
Aimee’s Coffee House
Amyx Barber Shop
Arts Roundtable
Bioscience & Technology Business Center Board and Staff
Boys and Girls Club of Lawrence
Brook Creek Neighborhood Association
Centennial Neighborhood Association
City of Lawrence Employee Relation Council
City of Lawrence Staff
Dan’s Barber Shop
DARE (drop in and rest) Center Guests and Volunteers
Downtown Lawrence, Inc.
East Lawrence Neighborhood Association
eXplore Lawrence Board
Family Promise
First Baptist Church
First United Methodist Men’s Meeting
Free State High School students
Fuzzy’s Taco Shop
Gould Evans
Haskell Indian Nations University
Islamic Center of Lawrence
Jayhawk Breakfast Rotary Club
J&S Coffee
Kansas Women’s Environmental Network
Kansas Works Job Center
Kiwanis Club
Lawrence Area Neighborhoods
Lawrence Arts Center Board of Directors and Staff
Lawrence Board of Realtors
Lawrence Breakfast Optimist Club
Lawrence Central Rotary
Lawrence Chamber of Commerce
Lawrence College and Career Center
Lawrence Community Shelter Guests and Staff

Lawrence Cultural Arts Commission
Lawrence Ecological Teams United in Sustainability
Lawrence Homebuilders
Lawrence Interfaith Alliance
Lawrence Landlords Coalition
Lawrence Lions Club
Lawrence Public Library
Lawrence Public Schools
Lawrence Rotary Club
National Association for the Advancement of Colored People (Lawrence Chapter)
Nerd Nite
New Generation Society
Pet World
Phoenix Gallery
Plymouth Congregational Church
Senior Resource Center
S&S Coffee
Sierra Club
Signs of Life
Sunrise Project
Sustainability Action Network
The Merc
The Dwayne Peaslee Technical Training Center
United Way
University of Kansas
University of Kansas School of Architecture & Design
University of Kansas School of the Arts
University of Kansas School of Engineering
University of Kansas School of Public Affairs and Administration
University of Kansas Student Housing Association
USD 497 Student Advisory Group
Willow Domestic Violence Center
Wonder Fair
Z’s Divine Espresso

Special thanks to the members of Team Lawrence who contributed to this plan, including our City Commissioners and City staff who shared their time and energy throughout its creation. Additionally, the City formed a *Lawrence Listens Team* that consisted of City employees trained to facilitate community meetings and collect feedback for the strategic plan. The *Lawrence Listens Team* included:

- | | |
|-----------------------|----------------------|
| Aliza Bidinger | Katherine Weik |
| Amber Rhoden | Keenan Hamilton |
| Amy Chavez | Kevin Fussell |
| Andrea Repinsky | Kevyn Gero |
| Angela Johnson | Kyle Kobe |
| Amy Rhodes | Leah Morris |
| Bobbie Walthall | Lori Ridenour |
| Bradly Karr | Lucas Mortensen |
| Brandon McGuire | Maureen Brady |
| Brandon Thorngate | McKenzi Ezell |
| Britt Crum-Cano | Melinda Harger |
| Casey Toomay | Meredith Falkenstien |
| Chris Owens | Michelle Ferguson |
| Courtney Shanks | Patrick S. Compton |
| Craig Owens | Penny Holler |
| Danielle Buschkoetter | Porter Arneill |
| Diane Stoddard | Rachel Palmer-Reeb |
| Evan Korynta | Rebecca Campbell |
| Frank Demby | Rebecca Coffman |
| Gabriel Chavez | Roger Steinbrock |
| Jasmin Moore | Sarah Graves |
| Jay Lovett | Sherri Riedemann |
| Jenny O'Brien | Steven Hallstrom |
| Joseph Hardy | Thomas Fagan |
| Josephine Gonzalez | Trevor Flynn |
| Josh Carson | Tyler Tuckness |
| Josh Toevs | |

Photo credit
Thanks and acknowledgment to Drone Lawrence, Jeff Burkhead and Hunter Young for the contribution of some of the photos included in this document.





City of Lawrence

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase Affordable Housing Stock	2023	2027	Affordable Housing	City of Lawrence	Equity and Inclusion Affordable Housing	CDBG: \$450,000 HOME: \$817,042	Rental units constructed: 5 Household Housing Unit Rental units rehabilitated: 5 Household Housing Unit Homeowner Housing Added: 17 Household Housing Unit
2	Maintain current affordable housing stock	2023	2027	Affordable Housing	City of Lawrence	Equity and Inclusion Affordable Housing	CDBG: \$1,250,000 HOME: \$0	Rental units rehabilitated: 5 Household Housing Unit Homeowner Housing Rehabilitated: 75 Household Housing Unit
3	Provide homebuyer assistance	2023	2027	Affordable Housing	City of Lawrence	Equity and Inclusion Affordable Housing	CDBG: \$100,000 HOME: \$200,000	Direct Financial Assistance to Homebuyers: 15 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Public facility improvements	2023	2027	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	City of Lawrence	Equity and Inclusion Affordable Housing Supportive Housing Emergency Shelter and homeless services Public Infrastructure	CDBG: \$856,444 HOME: \$0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 25000 Persons Assisted
5	Tenant-Based Rental Assistance (TBRA)	2023	2027	Affordable Housing Public Housing Homeless	City of Lawrence	Equity and Inclusion Affordable Housing Supportive Housing	CDBG: \$0 HOME: \$1,290,000	Tenant-based rental assistance / Rapid Rehousing: 100 Households Assisted
6	Delivery of public services	2023	2027	Affordable Housing Homeless Non-Homeless Special Needs	City of Lawrence	Equity and Inclusion Affordable Housing Supportive Housing Systems Emergency Shelter and homeless services	CDBG: \$532,255 HOME: \$0	Public service activities other than Low/Moderate Income Housing Benefit: 175 Persons Assisted Homeless Person Overnight Shelter: 220 Persons Assisted Homelessness Prevention: 325 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Administration	2023	2027	Administration	City of Lawrence	Equity and Inclusion Affordable Housing Supportive Housing Systems Emergency Shelter and homeless services Public Infrastructure	CDBG: \$709,674 HOME: \$253,004	Other: 1 Other
8	Affirmatively Furthering Fair Housing	2023	2027	Affordable Housing Public Housing Non-Homeless Special Needs Non-Housing Community Development	City of Lawrence	Equity and Inclusion Affordable Housing Supportive Housing	CDBG: \$0 HOME: \$0	Other: 1 Other

AFFORDABLE HOUSING ADVISORY BOARD 2024 ANNUAL REPORT



TABLE OF CONTENTS

2024 AFFORDABLE HOUSING ADVISORY BOARD MEMBERS	3
ABOUT THE AFFORDABLE HOUSING ADVISORY BOARD	5
SUMMARY OF 2024 BOARD ACTIVITIES	6
2024 AHAB Elections and Appointments	6
Affordable Housing Advisory Board Realignment	7
2024 Affordable Housing Trust Fund Awards	8
HOME Awards	9
AFFORDABLE HOUSING TRUST FUND GOALS & PROGRESS	10
2024 FUNDED PROJECTS	12
Supportive & Habilitative Permanent Housing Project	12
Housing Stabilization Collaborative (HSC)	13
New Hampshire St. Lofts	14
Floret Hill	15
Accessible Housing Program	16
New Horizon	17
Hope Project	19
ONGOING PROJECTS	20
Close to Home Transitional Homes	20
Accessible Safe Housing for Seniors	21
Harper 7	22
Michigan 6	23
Wheatland Estates of Lawrence	24
2024 ACCOMPLISHMENTS	25
FINANCIAL TRANSACTIONS	26
ACRONYMS	27

JANUARY-MAY 2024

AFFORDABLE HOUSING ADVISORY BOARD MEMBERS

Mark Buhler,
Chamber of
Commerce Rep

Chris Burger,
Homebuilders
Association Rep

Phil Englehart,
City at Large Rep

Christina Gentry,
Lived Experience Rep.

Hye-Sung Han,
City at Large Rep

Thomas Howe,
Board of Realtors Rep

Gallal Obeid
Lawrence Douglas
County Housing
Authority Rep

Monte Soukup,
Justice Matters Rep,
AHAB Chair

Stacie Salverson,
Lawrence Habitat
for Humanity Rep

Nicholas Ward,
Tenants to
Homeowners
Rep, Vice-Chair

Sarah Waters,
KU Rep

Karen Willey,
Douglas County Rep

OCTOBER-DECEMBER 2024 AFFORDABLE HOUSING ADVISORY BOARD MEMBERS

Mark Buhler

Andrew Dalager

Mariel Ferreiro (Vice-Chair)

Christina Gentry (Chair)

Hye-Sung Han

Elizabeth O'Neill

Monte Soukup

Staff Liaison: Lea Roselyn, Affordable Housing Administrator

Housing Initiatives Division AHAB Staff team:

- Jeff Crick, Director, Planning and Development Services
- Brad Karr, Community Development Analyst
- Danelle Walters, Planning and Development Services Assistant Director

ABOUT THE AFFORDABLE HOUSING ADVISORY BOARD

Mission

The mission of the Affordable Housing Advisory Board is to make recommendations to the City Commission on ways everyone in Lawrence has access to safe, quality, affordable housing and the supportive services necessary to maintain independent living with dignity.

Vision

The AHAB vision is that there are opportunities for affordable housing and supportive services for everyone in Lawrence.

Purpose & Duties

As outlined in [Chapter 1A, Article 3](#) of Lawrence City Code, the purpose of the Affordable Housing Advisory Board is for “considering, developing, and providing policy advice to the Governing Body to fulfill the Strong Welcoming Neighborhoods Strategic Plan Outcome, which is: ‘All people in Lawrence live in safe, functional, and aesthetically unique neighborhoods that provide opportunities to lead healthy lifestyles with access to safe and affordable housing and essential services that help them thrive.’”

The duties of the Affordable Housing Advisory Board are to:

1. Advise the Governing Body on all matters relating to the City's implementation and use of the Affordable Housing Trust Fund.
2. Make recommendations to the Governing Body regarding the expenditure of money from the Affordable Housing Trust Fund to fund projects, as reviewed and approved by AHAB, that are consistent with the purpose of the Affordable Housing Trust Fund.
3. Make recommendations to the Governing Body regarding the cultivation and maintenance of steady and various streams of income to fund the Affordable Housing Trust Fund. However, AHAB shall not apply for any grant without prior approval of the Governing Body; nor shall it accept any gift or donation without prior approval of the Governing Body.
4. Make recommendations to the Governing Body regarding the expenditure of HOME Investment Partnership funds.
5. Advise the Governing Body regarding issues affecting affordable housing and supportive services in the community.

SUMMARY OF 2024 BOARD ACTIVITIES

2024 AHAB Elections and Appointments

In February of 2024 the following members were appointed to the AHAB:

- Chris Burger, Homebuilders Association representative
- Gallal Obeid, Lawrence-Douglas County Housing Authority representative
- Hye-Sung Han, City at Large representative
- Stacie Schroeder, Lawrence Habitat for Humanity representative
- Brenda Wahl, Lawrence Family Promise representative

In February of 2024 the Affordable Housing Advisory Board (AHAB) elected the Board Chair and Vice-Chair.

- Monte Soukup, Justice Matters AHAB representative, was unanimously reelected as Board Chair.
- Nicholas Ward, Tenants to Homeowners Representative, was unanimously elected as Vice Chair.

In September of 2024 the following members were appointed to the AHAB:

- Mark Buhler
- Andrew Dalager
- Mariel Farreiro
- Christina Gentry
- Hye-Sung Han
- Elizabeth O'Neill
- Monte Soukup

In September of 2024 the Affordable Housing Advisory Board (AHAB) elected the Board Chair and Vice-Chair.

- Christina Gentry was unanimously elected as Board Chair.
- Mariel Farreiro was unanimously elected as Vice Chair.

Affordable Housing Advisory Board Realignment

In 2019, the Affordable Housing Advisory Board (AHAB) set the first five year goals for the Affordable Housing Trust Fund and strategies for achieving the AHAB's mission, based on the data and recommendations in the 2018 Lawrence Housing Market Analysis. At the beginning of 2024, starting in February, the AHAB began to discuss and come to agreements on the next five-year goals and strategies. This work continued through May, 2024, when the AHAB was notified that, based on the [Board and Commissions Realignment](#) plan, the current Board would be dissolved in August, 2024, with a new Board appointed in September, 2024. The AHAB made the decision to discontinue all future and strategic planning, and to cancel their July and August meetings.

The [Board and Commissions Realignment](#) initiative began in 2022, after the City Commission [asked for a plan](#) to help better align the City's volunteer boards and commissions to the work of the [strategic plan](#). The [Boards and Commissions Structure Committee](#) was formed and charged with developing recommendations that limit the number of boards to no more than 10 (not inclusive of those boards required by statute or state law). The Committee also outlined a process for board and commission transition, and provided recommendations around how advisory board recommendations are made, how agendas are prepared, authority and responsibility for on-boarding or orientation of board members, and the role, authority, duties, and responsibilities of City staff.

As established in [Chapter 1A, Article 3 of City Code](#), the purpose and duties of the newly appointed AHAB remained consistent with the previous policy. The primary change was the structure of the AHAB in terms of its membership, which was modified from a 13-member Board with only two community at-large seats, to a seven-member Board with all at-large members.

The first meeting of the newly appointed AHAB was held September 16, 2024. The new Board immediately received training, and began their work of reviewing, scoring, and recommending awards for the 2025 Affordable Housing Trust Funds.

AHAB meeting agendas and minutes from February to June, 2024, may be found online at <https://lawrenceks.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=5524>

AHAB meeting agendas for the new Board may be found online at <https://lawrenceks.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=5763>

2024 Affordable Housing Trust Fund Awards

At their November 13, 2023 meeting, the AHAB provided recommendations for 2024 Affordable Housing Trust Fund grant awards. The AHAB received and reviewed the following eight eligible applications, for **\$5,075,000 in funding requests**.

2024 Applications

APPLICANT	PROJECT	REQUESTED
Bert Nash Community Mental Health Center	Supportive & Rehabilitative Permanent Housing Project	\$450,000
Douglas County	Housing Stabilization Collaborative	\$550,000
Flint Hills Holdings Group , LLC	East Heights Family Housing	\$1,200,000
Flint Hills Holdings Group , LLC	New Hampshire Lofts	\$300,000
Floret Hill, LP	Floret Hill	\$1,600,000
Ninth St. Missionary Baptist Church	Hope Project	\$850,000
Independence, Inc	Accessible Housing Program	\$75,000
Lawrence-Douglas County Housing Authority	New Horizon	\$50,000

The AHAB recommended the following awards, which were approved by the City Commission on December 3, 2023:

APPLICANT	PROJECT	AWARDED
Bert Nash Community Mental Health Center	Supportive & Rehabilitative Permanent Housing Project	\$450,000
Douglas County	Housing Stabilization Collaborative	\$509,000
Flint Hills Holdings Group , LLC	East Heights Family Housing	\$0
Flint Hills Holdings Group , LLC	New Hampshire Lofts	\$300,000
Floret Hill, LP	Floret Hill	\$1,300,000
Ninth St. Missionary Baptist Church	Hope Project	\$300,000
Independence, Inc	Accessible Housing Program	\$75,000
Lawrence-Douglas County Housing Authority	New Horizon	\$50,000

Total 2024 Affordable Housing Trust Fund Awards: \$2,984,000

HOME Awards

At their March 11, 2024 meeting, the AHAB provided recommendations for 2024 HOME Investment Partnerships awards.

The AHAB received and reviewed the following four applications, for \$636,500 in funding requests:

APPLICANT	PROJECT	REQUEST
Lawrence-Douglas County Housing Authority	Tenant-Based Rental Assistance	\$300,000
Tenants to Homeowners, Inc.	Community Housing Development Organization (CHDO) Project Funds	\$286,500
Tenants to Homeowners, Inc.	CHDO Operating Funds	\$50,000

The AHAB deliberated and made the following recommendations for funding, which were awarded by the City Commission in June 2024:

APPLICANT	PROJECT	AWARD
Lawrence-Douglas County Housing Authority	Tenant-Based Rental Assistance	\$264,695
Tenants to Homeowners, Inc.	Community Housing Development Organization (CHDO) Project Funds	\$136,759
Tenants to Homeowners, Inc.	CHDO Operating Funds	\$21,850

Total 2024 HOME Fund Awards: \$423,304

AFFORDABLE HOUSING TRUST FUND GOALS & PROGRESS

Objective: Decrease the percentage of households that are experiencing housing stress (City Strategic Plan, [Strong Welcoming Neighborhoods-5](#))

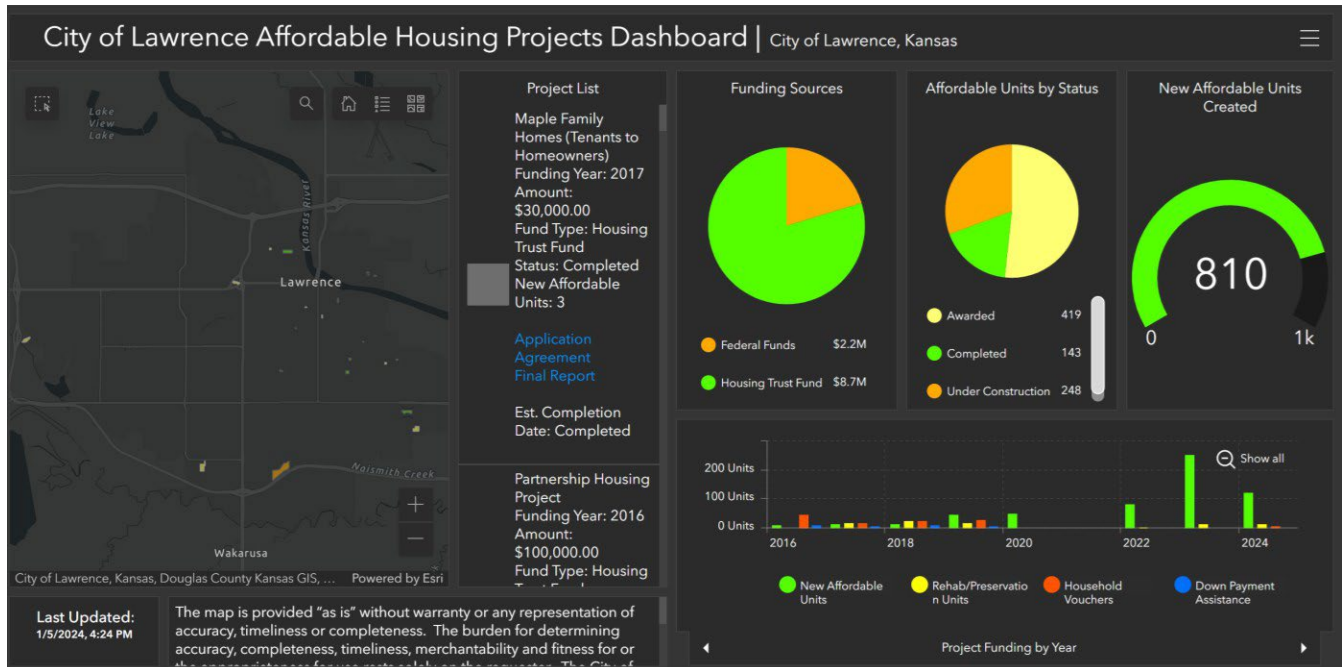
GOAL	INVESTMENT STRATEGY	PROGRESS
1. Increase the supply of permanently affordable homeownership units for households at or below 80% AMI	Award Affordable Housing Trust Funds to preserve or build 200 additional affordable homeownership units in 10 years, from 2019-2029.	19 additional affordable homeownership units funded as of 2025 grant cycle
2. Increase supply of affordable rental units for households at or below 80% AMI	Award Affordable Housing Trust Funds to preserve or build 1,100 additional affordable rental units in 10 years, from 2019-2029.	715 additional affordable rental units funded as of 2025 grant cycle
3. Increase the accessibility of affordable housing for persons with disabilities or mobility impairments	Award Affordable Housing Trust Funds to make accessibility modifications to 100 homes in 10 years, from 2019-2029.	62 home accessibility modifications funded as of 2025 grant cycle
4. Residents living in poor conditions have improvements made	Award Affordable Housing Trust Funds to make improvements to 140 homes in 10 years, from 2019-2029.	46 home improvement projects funded as of 2025 grant cycle
5. Residents in unstable housing situations have more permanent affordable and supportive housing options	Award Affordable Housing Trust Funds to support 75 tenant based rental assistance vouchers in 10 years, from 2019-2029.	27 vouchers funded and 1,590 households supported with rental assistance as of 2025
6. Increase racial equity in housing	Award Affordable Housing Trust Funds to support 5 racial equity housing programs in 5 years, from 2023-2029.*	0 racial equity programs funded as of 2025 grant cycle
7. Increase community awareness and engagement on affordable housing	Award Affordable Housing Trust Funds to support 5 affordable housing community engagement programs in 5 years, from 2023-2029*	1 community engagement program funded as of 2025 grant cycle

*Goal added by the AHAB in 2023

AFFORDABLE HOUSING DASHBOARD

The [interactive dashboard](#) for affordable housing projects funded by both the Affordable Housing Trust Fund and federal dollars. The dashboard contains a live map and information on funded projects.

Project documents are in the process of being uploaded to the complete the dashboard and staff will continue to add new projects as they are funded.



2024 FUNDED PROJECTS

Supportive & Habilitative Permanent Housing Project

Bert Nash Community Mental Health Center

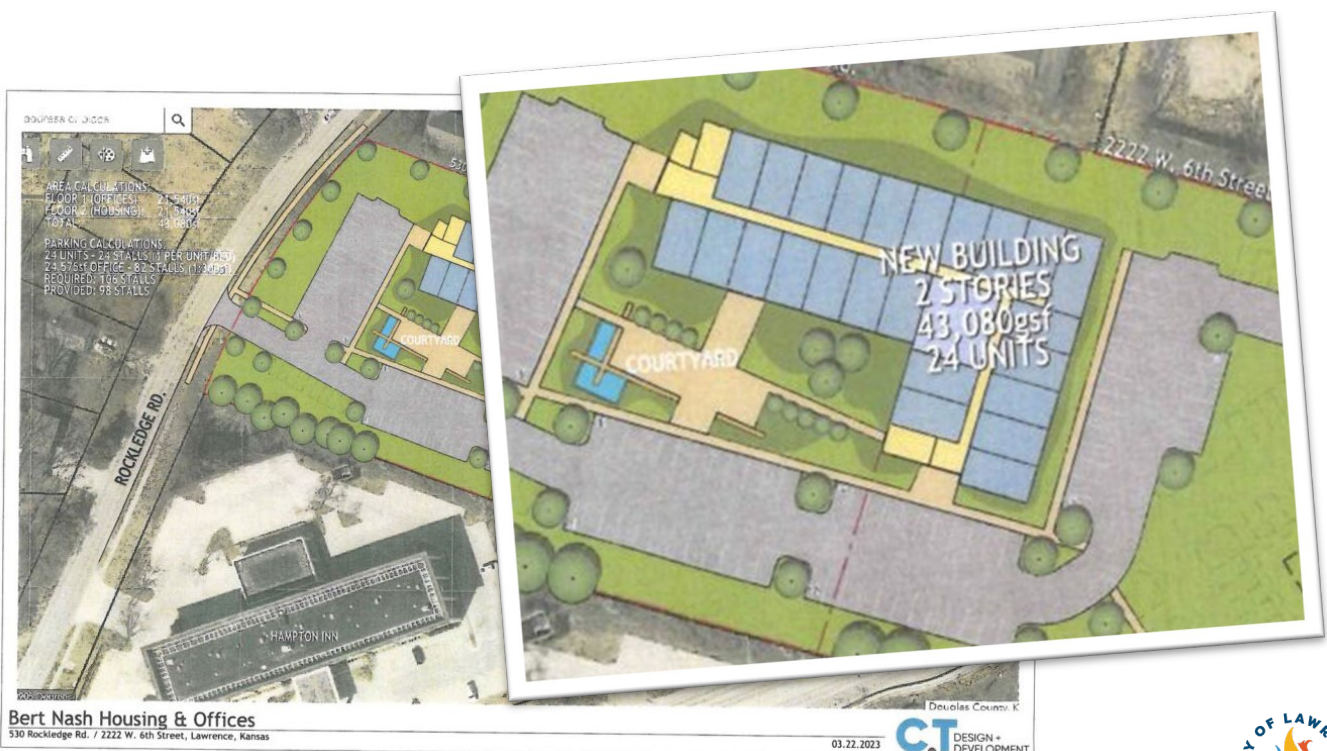
2024 Award: \$450,000

The Bert Nash SRPH project is a new construction project that will create 24 units of housing permanently dedicated to affordability, and permanent supportive housing. The project will also create office space for the Bert Nash center's community-based supportive services teams.

2024 Progress & Accomplishments:

City of Lawrence funds helped the project cover soft costs necessary to complete project development, including the completion of the full site plan. Site plans have been submitted to and approved by the office of planning and development. With the help of city funding, the initial project development phase has been completed and the project is ready to begin construction.

The project design phase has been completed, the project site has been acquired, and site plans have been submitted to the city and approved. The current, most significant challenge is to raise the remaining funds necessary to fund the construction of the project.



Housing Stabilization Collaborative (HSC)

Douglas County

2024 Award: \$350,000

The HSC prevents evictions through a collaborative rental and utility assistance process that has distributed over \$3 million of rent/utility assistance to over 3,000 Douglas County households since 2022. A majority of housing agencies are involved in the effort, and the collective's work increases the accessibility of rent and utility assistance, defines and provides effective case management and supportive services, and engages all stakeholders – including landlords, tenants, social service providers, and utility service providers – in building a culture of safe, affordable housing in Douglas County. The HSC's specific goal for the 2024 Affordable Housing Trust Funds were to provide 364 households with more affordable housing options, and that goal was surpassed.

By providing short-term rental assistance, the HSC ensured that households who are cost-burdened or spending more than 30% of their income stayed in their homes. The program's data is currently being used to bolster efforts at improving policy and structures of government to better support households struggling to make ends meet.

The HSC's Rent/Utility Assistance Program (HSC-RUAP) works to achieve the City of Lawrence Strategic goals of increasing affordable housing stock and decreasing housing insecurity by intervening in households' crisis, alleviating that crisis, and ensuring additional supports are provided beyond the financial assistance.

2024 Progress & Accomplishments:

Utilizing the collective rent/utility assistance application process, the HSC disbursed \$940,733.52 in rent/utility assistance to 555 households from January 1, 2024 – December 31, 2024 with an average payment of \$1,700 per household. In Lawrence specifically, the HSC disbursed \$783,541.70 to 468 households.

The HSC also performs follow-up phone calls 1 month, 6 months, and one-year after the assistance period. Of the 409 connected calls in 2024, 396 or 97% stated that they were still housed at the time of the phone call. These numbers show both the effectiveness of the program and how vital this resource has been to many Douglas County community members.

Total Households Served in 2024: 468

New Hampshire St. Lofts

Flint Hills Holdings Group, LLC

2024 Award: \$100,000

New Hampshire St. Lofts is a mixed-use affordable housing development located in downtown Lawrence, at 1000 New Hampshire St. The building will consist of approximately 15,000 square feet of first floor commercial space and 49 income-averaged affordable housing units on the upper floors for seniors. Amenities include common area space, a rooftop deck, greenspace and BBQ area.

2024 Progress & Accomplishments:

As a Senior (55+) development, New Hampshire Lofts will, upon completion, meet its stated goal of providing affordable housing for one of Lawrence's most underserved markets (Senior Housing) in a unique, accessible downtown setting. Building construction continues to move forward on time and on budget. To date, all underground (electrical primary & secondary, plumbing, sanitary sewer, storm sewer, water & fire taps) are complete with the exception of street lighting. Framing 4th floor walls is 99% complete, floors 1 – 3 are 100% framed, all remaining framing materials are on site. Plumbing, HVAC, Electrical and Fire Suppression are ongoing progressing from floor 1 up to floor 4. Roofing materials are 'in hand' at the supplier's warehouse in town. The project is anticipating completion of framing in mid Q1 2025, when roofing will commence.



Floret Hill

Floret Hill, LP

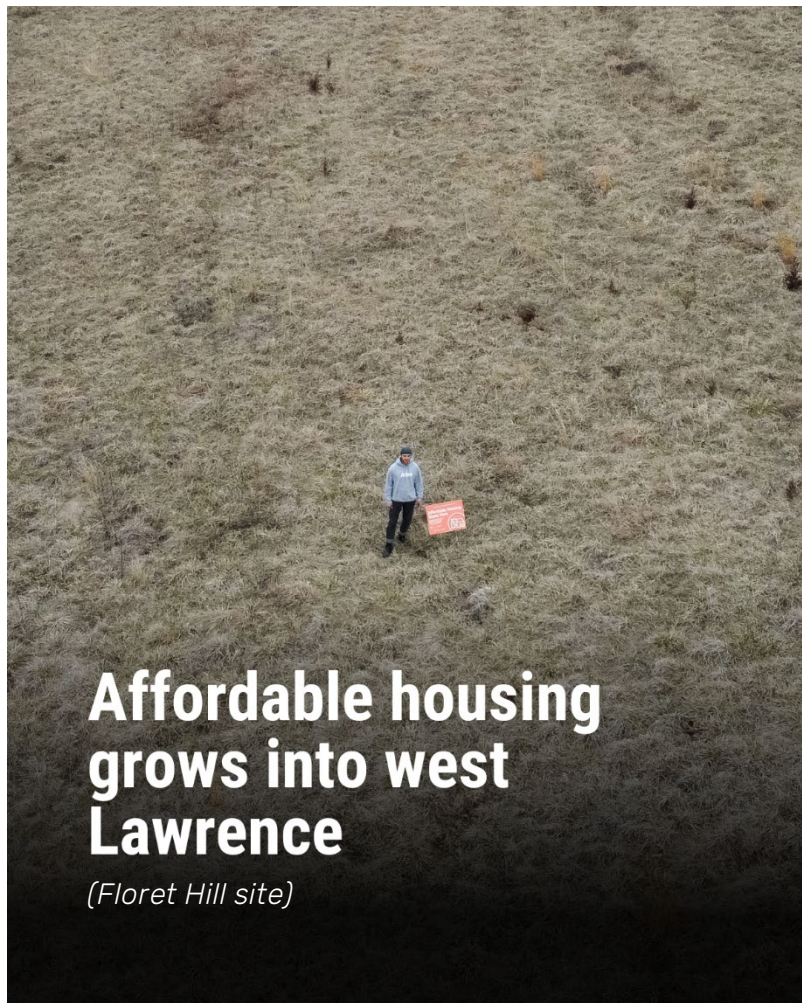
2024 Award: \$1,300,000

Floret Hill is a new construction project. LIHTC application has been submitted for this project. The property will consist of 12 one bedroom units, 71 two bedroom units and 38 three bedroom units. A total of 121 units.

2024 Progress & Accomplishments:

Floret Hill received a 4% tax credit allocation from the Kansas Housing Resource Corporation (KHRC). This enabled the project to continue to move forward and was a significant accomplishment.

The team is currently going through the zoning process with the City of Lawrence. The team is also finalizing civil and architectural designs. The team plans to close with lenders and investors to start construction in 2025.



Accessible Housing Program

Independence, Inc.

2024 Award: \$75,000

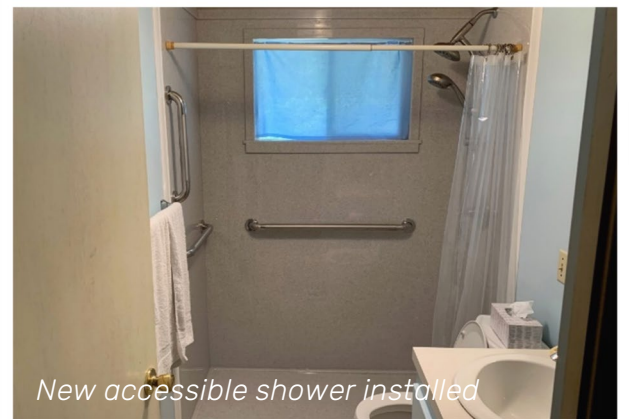
The goal of the Accessible Housing Program is to ensure that Lawrence residents can live in homes that are physically accessible to them. This is accomplished by providing needed accessibility modifications for low-income seniors and people with disabilities who would otherwise be unable to afford to make these modifications on their own. This program furthers the City's strategic goals by increasing the amount of housing stock in Lawrence that is both affordable and accessible. This program ensures low-income seniors and people with disabilities are able to continue safely remaining in their homes.

2024 Progress & Accomplishments:

In 2024, the Independence, Inc. Accessible Housing Program completed 8 projects. These projects included: 4 accessible showers, 2 ramps, 1 grab bar installation, and the widening of an exterior door for wheelchair access

The program impacts the greater community by increasing the availability of affordable housing that is accessible to seniors and people with disabilities. For households with members in need of these modifications, the impact of removing barriers in the home means increased independence, safety, and housing security. It also means fewer barriers to accessing healthcare, schools, shopping, support systems, and their community in general.

Households Served in 2024: 8



Lawrence Douglas County Housing Authority

2024 Award: \$50,000

The Lawrence-Douglas County Housing Authority (LDCHA) was awarded funding to sustain the New Horizons Transitional Housing Program, established in 2015 to address the critical housing needs of houseless families referred by the Lawrence Community Shelter (LCS) and Family Promise of Lawrence (FPR). This program provides up to 24 months of rental assistance paired with case management services delivered through LDCHA's network of ten community partners. Families are empowered with the flexibility to use their housing voucher with any property owner in Douglas County willing to rent to them.

Participants engage in self-sufficiency activities through case management, including Renter's Education courses, which equip them with the knowledge and tools to achieve housing stability. Collaborative partnerships with local social service agencies ensure families receive comprehensive, ongoing support throughout the program.

With a success rate of 81%, the New Horizons program has demonstrated its effectiveness in helping families transition to permanent housing solutions, such as Housing Choice Vouchers or market-rate rentals, upon completion of the 24-month rental assistance period. This funding has enabled LDCHA to continue providing these vital resources and supports to families in need, fostering long-term housing stability and self-sufficiency.

2024 Progress & Accomplishments:

The New Horizons Transitional Housing Program significantly impacts the Douglas County community by addressing the urgent housing needs of families experiencing homelessness and supporting the county and city's affordable housing goals. Since its inception in 2015, the **program has successfully housed 50 families, totaling 178 individuals, including 118 children, and currently provides housing for 19 active households.** As of this report, there are 6 additional families on the waitlist.

Key accomplishments of the program include:

- Pathway to Permanent Housing: With a success rate of 81%, New Horizons has demonstrated its ability to help families achieve housing stability and independence. Of the 50 families housed:
- 21 transitioned to permanent housing vouchers.
- 4 exited in good standing, and transitioned to market-rate rentals after securing local employment.

- Support for Vulnerable Populations: 42% of participants identify as BIPOC, and 84% are low-income, with an Area Median Income (AMI) of 0-30%.
- Economic Impact: The program leverages average housing assistance payments of \$9,900 annually per family to provide stability and address systemic barriers to housing.

By pairing 24 months of rental assistance with comprehensive case management, the program empowers families to overcome barriers to housing and self-sufficiency. This model has proven highly effective in creating a sustainable pathway to permanent housing and contributes directly to reducing homelessness in Douglas County.

Total Households Serviced in 2024: 26



Lawrence Douglas County Housing Authority (LDCHA) staff in front of LDCHA home

Hope Project

Ninth Street Missionary Baptist Church

2024 Award: \$300,000

The Hope project is a unique community effort to bring more affordable housing to Lawrence. The project is creating 6 units that will assist with families finding a stable home.

2024 Progress & Accomplishments:

In 2024, the following progress was made:

- Completed the survey of the land
- Submitted the Master tree plan
- Completed Preliminary Development Plan
- Completed Rezoning of property lines, and Minor Subdivision
- Submitted the Historic Resource Design Review
- Building designs are being completed
- Met with neighbors to discuss project



ONGOING PROJECTS

Close to Home Transitional Homes

DCCCA, Inc.

2023 Award: \$200,000

DCCCA is building Transitional Housing Units for women in recovery from substance abuse. The homes will house women who have struggled with substance abuse but have recently entered recovery. The ten-unit transitional housing located on DCCCA's First Step at Lake View property in Lawrence is unique from other affordable housing in Douglas County in that it prioritizes individuals in early recovery from substance use, specifically pregnant and parenting women, who need an interim step between formal treatment and living more independently.

2024 Progress & Accomplishments:

DCCCA has made progress on the housing project, "Improving Lives...Close to Home." Of the 4.2 million dollar campaign to build the homes, DCCCA has secured sixty-seven percent of the funding through public-private partnerships, corporations, and individual donors.

DCCCA has engaged Tenants to Homeowners as partners in the project, who will essentially serve as housing landlords while DCCCA focuses on treatment, educational, financial, and case management services. Additionally, DCCCA staff have attended affordable housing and fair housing trainings to acquire knowledge needed to embark on a new type of service for the agency. DCCCA has set up MOUs with organizations to provide specific client services once they are engaged in the transitional housing program. DCCCA continues to work on funding strategies for program sustainment. Clients engaged in the transitional housing program will receive case management support from a designated case management staff and will receive substance use disorder treatment through one of DCCCA's outpatient treatment program. Along with case management services, clients will be given the opportunity to engage with Kansas Certified Peer Mentors, that have experienced addiction and are currently in long term recovery. Construction plans are underway.



Accessible Safe Housing for Seniors

Senior Resource Center for Douglas County

2023 Award: \$53,000

The goal of the fund for Accessible, Safe Housing for Seniors is to provide financial aid to low-income seniors for projects related to safety and/ or accessibility so they can remain safely in their home (either owned or rented), preventing or delaying institutional/ facility care.

2024 Progress & Accomplishments:

Over the course of two years (because funds stretched further than expected), the following has been achieved.

Twelve projects were completed for eleven Lawrence seniors using local resources, contractors, and providers. All eleven individuals served in project are successfully still in their home.

2023 funds have been fully expended, and the 2023-2024 project is complete.

Total Households Served in 2024: 7

Harper 7

Tenants to Homeowners

2022 Award: \$200,000

The Harper 7 site is now complete. 1718 Harper (original unit) was rehabbed and sold into trust in 2023. Six additional new construction units have been completed in 2024. Of those six completed, all have sold. This site which once hosted only a single home is now a bustling community of 7 neighbors. Site amenities include on-site parking and a rain garden.

2024 Progress & Accomplishments:

Harper 7 is complete and all units have been sold to income eligible buyers.

The site was purchased with a single home in need of repair. This project has repaired the original home while also adding six new affordable units to Lawrence's housing stock.

Total units developed in 2024: 6

Total units rehabbed in 2024:1



Michigan 6

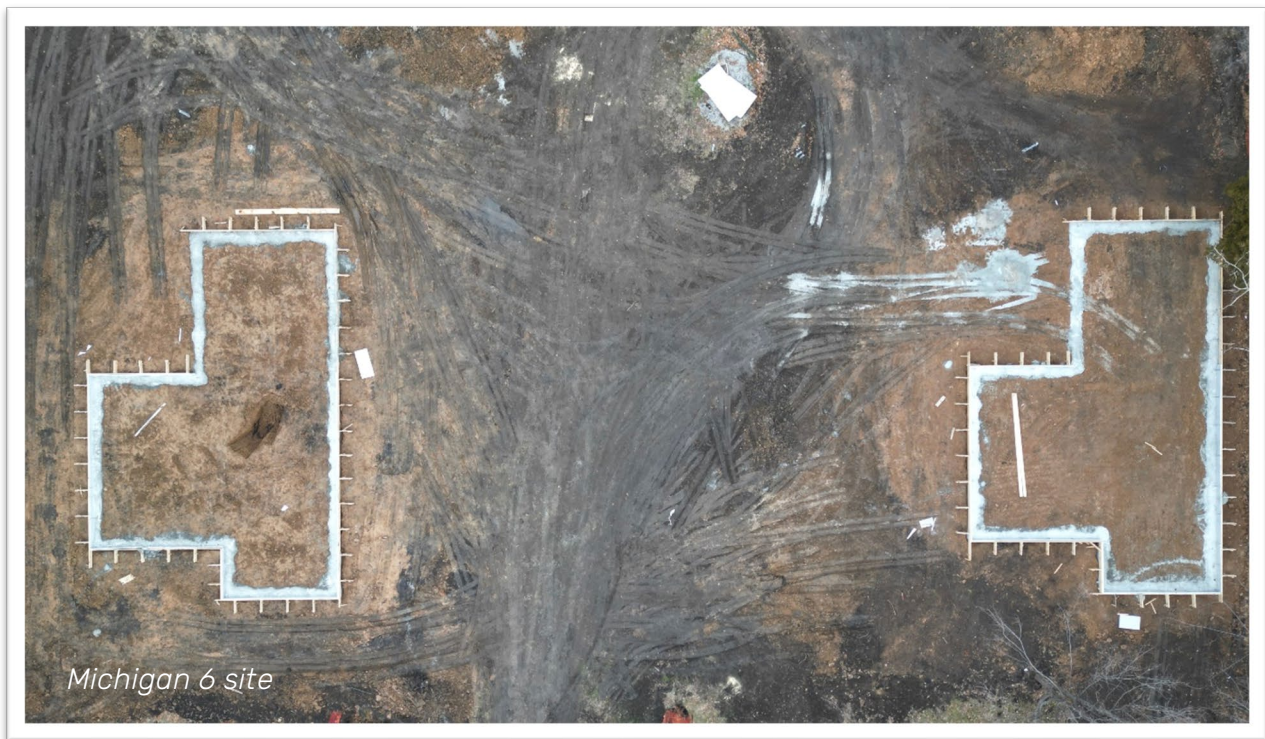
Tenants to Homeowners

2022 Award: \$400,000

Michigan 6 will offer housing to eligible buyers at or below 80% of area median income. Three 2-bed and three 3-bed units (six units total) are planned for the site. The project underwent environmental review, the existing home was demolished, and plans were created for development of 6 units at the site. The site has been replated and new addresses have been assigned. In 2023, work began on a release of covenant campaign to allow for the development of 6 units at the site. In 2024, plans were approved for the first two units. Footings for these units were poured in December. Two 2-bedroom units will be completed and sold in July/August of 2025.

2024 Progress & Accomplishments:

Michigan 6 will offer housing to eligible buyers at or below 80% of area median income. This lot has been transformed from a vacant/blighted single-family home to a site that will eventually host six deeply affordable single family homeownership units.



Wheatland Estates of Lawrence

Wheatland Investments Group, LLC

2022 Award: \$400,000

The Estates of Lawrence is a new construction rental development for low and moderate income seniors. The property consists of 16 two-bedroom units and 22 three-bedroom units.

2024 Progress & Accomplishments:

The Estates of Lawrence obtained Certificates of Occupancy on all buildings. All units are complete. 29 out of the 38 units are currently occupied (as of January, 2025).

Total units developed in 2024: 38



2024 Accomplishments by the Numbers

15 units
received
accessibility
modifications

494 households
received short or
long-term rental
assistance

38 new
affordable
rental units
developed

7 new
affordable
homeownership
units developed

FINANCIAL TRANSACTIONS

The table below summarizes the financial transactions of the Affordable Housing Trust Fund in 2024.

Beginning Balance	\$ 2,541,968
--------------------------	---------------------

Revenues		
Sales Tax	\$ 2,595,000	
Interest on Sales Tax	\$ 15,000	
Miscellaneous	\$ 350,000	
Total Revenues		\$ 2,960,000

Expenses		
Bert Nash Community Mental Health Center	(\$ 450,000)	
Douglas County Housing Stabilization Collaborative	(\$ 509,000)	
Flint Hills Holdings Group	(\$ 300,000)	
Floret Hill, LP	(\$ 1,300,000)	
Independence, Inc	(\$ 75,000)	
Lawrence Douglas County Housing Authority	(\$ 50,000)	
Ninth Street Missionary Baptist Church	(\$ 300,000)	
Investing Fees/Professional Services	(\$ 1,146.27)	
Total Expenditures		\$ 2,985,146

Ending Balance (as of 1/31/25)*	\$ 2,516,821
--	---------------------

**Fund balance is unaudited*

ACRONYMS

AHAB	Affordable Housing Advisory Board
AHTF	Affordable Housing Trust Fund
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
HOME	HOME Investment Partnerships Program
HUD	Department of Housing and Urban Development
MSA	Metropolitan Statistical Area
NOFO	Notice of Funding Opportunity
LIHTC	Low-Income Housing Tax Credit program
AMI	Area Median Income

For more information contact:

Lea Roselyn, Affordable Housing Administrator

LRoselyn@lawrenceks.org

 Homelessness	 Emergency Shelter	 Transitional Housing	 Supportive Housing	 Affordable Rental Housing	 Affordable Homeownership	 Market Rate Housing
<p>Lacking a fixed, regular, and adequate nighttime residence</p> <p>Provided by:</p> <p>City of Lawrence supported camp site</p>	<p>Temporary, short-term housing for individuals experiencing homelessness</p> <p>Provided by:</p> <p>Lawrence Community Shelter (50 beds)</p> <p>Willow Domestic Violence Center</p> <p>Family Promise of Lawrence (15 beds for 4 families)</p> <p>City of Lawrence winter emergency shelter (Seasonal)</p>	<p>Temporary housing assistance that helps individuals transition from homelessness to permanent housing</p> <p>Provided by:</p> <p>Artists Helping the Homeless (8 units)</p> <p>Willow Domestic Violence Shelter</p> <p>Family Promise (8 units)</p> <p>Bert Nash (22 units)</p> <p>Tenants to Homeowners (15 units)</p> <p>Lawrence Douglas-County Housing Authority (65 vouchers)</p>	<p>Affordable housing coupled with supportive services that enable residents to stay healthy and housed</p> <p>Provided by:</p> <p>Bert Nash (2 units)</p> <p>Lawrence-Douglas County Housing Authority (10 units)</p> <p>Tenants to Homeowners (10 units)</p> <p>Family Promise (2 units)</p>	<p>Long-term / permanent housing assistance that uses rental subsidies to make the rent affordable to the tenant</p> <p>Provided by:</p> <p>Tenants to Homeowners (103 units)</p> <p>Lawrence-Douglas County Housing Authority (1,268 vouchers & units)</p> <p>Bethel Estates (90 units)</p> <p>Poehler Lofts (45 units)</p> <p>Penn St. Lofts (47 units)</p> <p>Prairie Ridge Apartments (100 units)</p> <p>9Del Lofts (34 units)</p>	<p>Homeownership assistance programs providing financial assistance and subsidies to homebuyers</p> <p>Provided by:</p> <p>Tenants to Homeowners (97 units)</p> <p>Lawrence Habitat for Humanity (105 units)</p>	<p>No housing subsidy or assistance</p>

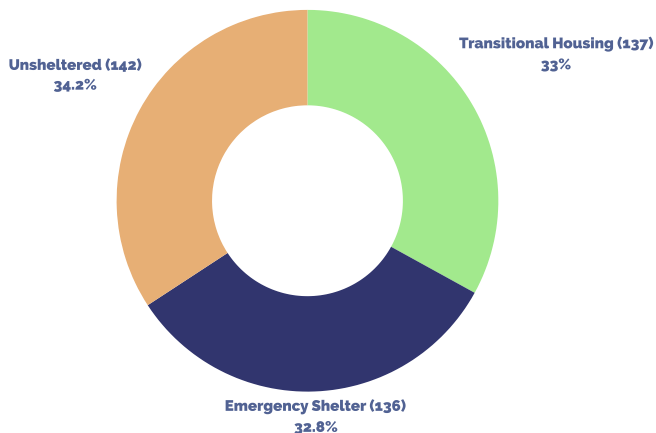


Affordable housing is defined as when total housing costs exceed no more than 30% of a household's total income.



Summary

The data displayed in the graphs does not include all details. For a complete view of the data, please refer to the detailed tables located in the following pages.



*SELF-REPORTED "YES"

17% (72)*

Currently employed?

50% (207)*

The first time they have been homeless?

51% (212)*

Been in this episode of homelessness for more than one year?

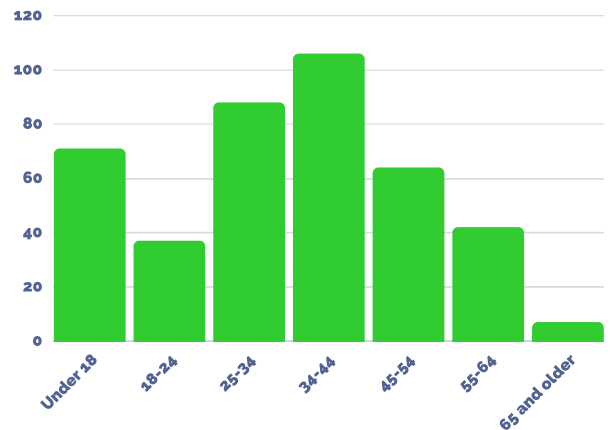
18% (74)*

Receive any disability benefits such as SSI, SSDI, or Veteran's Disability benefits?

38%

Of BoS PIT Count

**A
G
E**



272 + 142 = 414

Total
Sheltered

Total
Unsheltered

Total
Persons

18



Neighborhood Association	CT/BG	% low/mod	LOWMOD	TOTAL
Alvarado	7.97/2; 7.97/3	42.64%	1,680	3,940
Babcock	3.02/1	88.86%	1,475	1,660
Barker	2.02/3; 10.01/1	36.96%	850	2,300
Breezeale	10.01/2	35.29%	330	935
Briarwood	6.03/2	42.31%	715	1,690
Brook Creek	2.01/1; 2.01/2; 2.02/2; 2.02/3; 2.02/4	64.02%	3,150	4,920
Centennial	9.03/1; 10.01/1	58.13%	1,925	3,300
Congressional Place	6.02/2	22.75%	620	2,725
Cottages	6.04/2	28.77%	315	1,095
Crossgate Court	7.97/3	31.50%	980	2,540
Deerfield	6.04/2; 6.04/3	30.26%	1,050	3,470
Downtown	2.02/1; 3.01/2; 3.01/3; 5.02/3	75.32%	4,380	5,815
East Lawrence	2.01/1; 2.02/1; 2.02/2	78.64%	3,055	3,885
Edgewood Tenants	2.02/4	88.09%	1,035	1,175
Gateway	6.03/3	38.60%	1,405	3,640
Heatherwood Heights	7.97/1	30.64%	360	1,175
Hillcrest	5.02/1; 5.02/2	59.08%	1,790	3,030
Hills West	8.02/3	69.61%	1,535	2,205
Indian Hills	9.02/1; 9.02/2; 9.04/2	69.71%	2,635	3,780
Joseph Drive	7.03/1	46.83%	1,145	2,445
Kennedy	10.02/1	78.29%	1,605	2,050
Meadows Place	8.02/1	44.34%	1,215	2,740
Monterey	6.03/1; 6.03/2	28.42%	1,560	5,490
North Lawrence	1/1; 1/2; 1/3	57.59%	1,575	2,735
North Perry Park	7.03/1	46.83%	1,145	2,445
Old West Lawrence	6.02/3	40.95%	735	1,795
Orion Neighborhood Association	3/1; 3/2; 3/3; 3/4	91.49%	4,910	5,355
Orion Residents Association	3/1; 3/2; 3/3; 3/4	91.49%	4,910	5,355
Park Hill	10.01/2	35.29%	330	935
Perry Park	7.03/1; 7.03/2	45.44%	1,495	3,290
Pinkney	5.01/1; 5.01/2	68.90%	2,260	3,280
Prairie Meadows	8.02/1; 8.02/3	55.61%	2,750	4,945
Prairie Park	10.02/1; 10.02/2; 10.02/3	48.19%	2,860	5,935
Quail Ridge	7.97/2	62.86%	880	1,400
Quail Run	7.01/1; 7.01/2	19.97%	760	3,805
Rainbow	5.02/2	53.27%	1,060	1,990
Scenic Riverway	6.03/1; 6.03/3; 14/2; 15/1	30.37%	3,325	10,950
Schwagler	9.03/1	66.83%	1,330	1,990
South Lawrence	8.02/1; 9.02/1; 9.02/3; 9.04/1; 9.04/2; 9.04/3; 10.01/2	69.19%	6,545	9,460
South Meadow	10.02/3	36.76%	875	2,380
South Siders N 1300 Road	10.02/3; 12.01/1	28.47%	1,220	4,285
Southern Parkway	8.02/1; 8.02/3	55.61%	2,750	4,945
Springwood Heights	8.02/3	69.61%	1,535	2,205
Stoneback Ridge	8.01/2	67.59%	980	1,450
Sunflower	8.01/1; 8.01/2	52.24%	1,285	2,460
Sunset Hill	7.03/1; 7.03/2; 7.04/1; 7.04/2	56.68%	3,945	6,960
University Heights	5.02/2	53.27%	1,060	1,990
University Place	3.02/1; 3.02/2; 4/1	79.37%	1,770	2,230
West Hills	5.02/2	53.27%	1,060	1,990
West Lawrence	6.02/1; 6.02/2; 6.02/3; 6.03/3	30.24%	3,140	10,385
Western Hills	7.01/2	20.80%	440	2,115
Westwood	5.02/2	53.27%	1,060	1,990
Woodfield HOA	7.97/2	62.86%	880	1,400
Woods on 19th	2.02/3	25.76%	255	990

The Community Development Block Grant (CDBG) program requires that each CDBG funded activity must either principally benefit low- and moderate-income persons, aid in the prevention or elimination of slums or blight, or meet a community development need having a particular urgency. Most activities funded by the CDBG program are designed to benefit low- and moderate-income (LMI) persons. That benefit may take the form of housing, jobs, and services. Additionally, activities may qualify for CDBG assistance if the activity will benefit all the residents of a primarily residential area where at least 51 percent of the residents are low- and moderate-income persons, i.e. area-benefit (LMA). The Office of Community Planning and Development (CPD) provides estimates of the number of persons that can be considered Low-, Low- to Moderate-, and Low-, Moderate-, and Medium-income persons based on special tabulations of data from the 2016-2020 ACS 5-Year Estimates. The Low- and Moderate-Income Summary Data may be used by CDBG grantees to determine whether or not a CDBG-funded activity qualifies as an LMA activity. The LMI percentages are calculated at various principal geographies provided by the U.S. Census Bureau. The statistical information used in the calculation of estimates identified in the data sets comes from two sources: 1) the 2016-2020 American Community Survey (ACS), and 2) the Income Limits for Metropolitan Areas and for Non Metropolitan Counties. The data necessary to determine an LMI percentage for an area is not published in the publicly-available ACS data tables. Therefore, the Bureau of Census matches family size, income, and the income limits in a special tabulation to produce the estimates.

LMA Eligible
Not LMA Eligible

GEOID	CDBGNAME	STUSAB	STATE	COUNTY	TRACT	BLKGRP	LOWMOD	LOWMODUNIV	32 of 63	14 of 25	Green	Neighborhood Association
									LOWMOD_PCT	Total by Census Tract	CT/BG	
200450001001	Lawrence	KS	20	45	000100	1	970	1,645	59.00%		1/1	NLIA
200450001002	Lawrence	KS	20	45	000100	2	140	405	34.60%		1/2	NLIA
200450001003	Lawrence	KS	20	45	000100	3	465	685	67.90%	57.9%	1/3	NLIA
200450002011	Lawrence	KS	20	45	000201	1	550	615	89.40%		2.01/1	BCNA, ELNA
200450002012	Lawrence	KS	20	45	000201	2	720	1,030	69.90%	77.20%	2.01/2	BCNA
200450002021	Lawrence	KS	20	45	000202	1	1,915	2,160	88.70%		2.02/1	ELNA, Downtown
200450002022	Lawrence	KS	20	45	000202	2	590	1,110	53.20%		2.02/2	BCNA, ELNA
200450002023	Lawrence	KS	20	45	000202	3	255	990	25.80%		2.02/3	Barker, BCNA, Woods on 19th
200450002024	Lawrence	KS	20	45	000202	4	1,035	1,175	88.10%	69.43%	2.02/4	BCNA, Edgewood TA
200450003011	Lawrence	KS	20	45	000301	1	1,280	1,325	96.60%		3.01/1	ONA, ORA
200450003012	Lawrence	KS	20	45	000301	2	490	540	90.70%		3.01/2	Downtown, ONA, ORA
200450003013	Lawrence	KS	20	45	000301	3	1,240	1,320	93.90%	94.51%	3.01/3	Downtown, ONA, ORA
200450003021	Lawrence	KS	20	45	000302	1	1,475	1,660	88.90%		3.02/1	Babcock, ONA, ORA, University Place
200450003022	Lawrence	KS	20	45	000302	2	200	440	45.50%		3.02/2	University Place
200450003023	Lawrence	KS	20	45	000302	3	330	380	86.80%	80.85%	3.02/3	ONA, ORA
200450004001	Lawrence	KS	20	45	000400	1	95	130	73.10%		4/1	ONA, ORA, University Place
200450004002	Lawrence	KS	20	45	000400	2	0	0	0.00%	73.08%	4/2	
200450005011	Lawrence	KS	20	45	000501	1	1,335	1,815	73.60%		5.01/1	PNA
200450005012	Lawrence	KS	20	45	000501	2	925	1,465	63.10%	68.90%	5.01/2	PNA
200450005021	Lawrence	KS	20	45	000502	1	730	1,040	70.20%		5.02/1	Hillcrest
200450005022	Lawrence	KS	20	45	000502	2	1,060	1,990	53.30%		5.02/2	Hillcrest, Raintree, University Heights, West Hills, Westwood
200450005023	Lawrence	KS	20	45	000502	3	735	1,795	40.90%	52.33%	5.02/3	Downtown, OWL
200450006021	Lawrence	KS	20	45	000602	1	615	1,680	36.60%		6.02/1	West Lawrence
200450006022	Lawrence	KS	20	45	000602	2	620	2,725	22.80%		6.02/2	West Lawrence, Congressional Place
200450006023	Lawrence	KS	20	45	000602	3	500	2,340	21.40%	25.72%	6.02/3	West Lawrence
200450006031	Lawrence	KS	20	45	000603	1	845	3,800	22.20%		6.03/1	Monterey, Scenic Riverway
200450006032	Lawrence	KS	20	45	000603	2	715	1,690	42.30%		6.03/2	Briarwood, Monterey
200450006033	Lawrence	KS	20	45	000603	3	1,405	3,640	38.60%	32.48%	6.03/3	Gateway, Scenic Riverway, West Lawrence
200450006041	Lawrence	KS	20	45	000604	1	125	1,170	10.70%		6.04/1	
200450006042	Lawrence	KS	20	45	000604	2	315	1,095	28.80%		6.04/2	Cottages, Deerfield
200450006043	Lawrence	KS	20	45	000604	3	735	2,375	30.90%	25.32%	6.04/3	Deerfield
200450007011	Lawrence	KS	20	45	000701	1	320	1,690	18.90%		7.01/1	Quail Run
200450007012	Lawrence	KS	20	45	000701	2	440	2,115	20.80%	19.97%	7.01/2	Quail Run, Western Hills
200450007031	Lawrence	KS	20	45	000703	1	1,145	2,445	46.80%		7.03/1	Joseph Drive, North Perry Park, Perry Park, Sunset Hill
200450007032	Lawrence	KS	20	45	000703	2	350	845	41.40%	45.44%	7.03/2	Perry Park, Sunset Hill
200450007041	Lawrence	KS	20	45	000704	1	1,700	2,370	71.70%		7.04/1	Sunset Hill
200450007042	Lawrence	KS	20	45	000704	2	750	1,300	57.70%	66.76%	7.04/2	Sunset Hill
200450007971	Lawrence	KS	20	45	000797	1	360	1,175	30.60%		7.97/1	Heatherwood Heights
200450007972	Lawrence	KS	20	45	000797	2	880	1,400	62.90%		7.97/2	Alvarado, Quail Ridge East, Woodfield
200450007973	Lawrence	KS	20	45	000797	3	800	2,540	31.50%	39.88%	7.97/3	Alvarado, Crossgate Court
200450008011	Lawrence	KS	20	45	000801	1	980	1,450	67.60%		8.01/1	Stoneback Ridge, Sunflower
200450008012	Lawrence	KS	20	45	000801	2	305	1,010	30.20%		8.01/2	Sunflower
200450008013	Lawrence	KS	20	45	000801	3	1,905	2,820	67.60%		8.01/3	
200450008014	Lawrence	KS	20	45	000801	4	1,770	2,190	80.80%	68.40%	8.01/4	
200450008021	Lawrence	KS	20	45	000802	1	1,215	2,740	44.30%		8.02/1	Meadows Place, Prairie Meadows, South Lawrence, Southern Parkway
200450008022	Lawrence	KS	20	45	000802	2	680	730	93.20%		8.02/2	
200450008023	Lawrence	KS	20	45	000802	3	1,535	2,205	69.60%	60.44%	8.02/3	Hills West, Prairie Meadows, Springwood Heights, Southern Parkway
200450009021	Lawrence	KS	20	45	000902	1	415	535	77.60%		9.02/1	Indian Hills, South Lawrence
200450009022	Lawrence	KS	20	45	000902	2	180	725	24.80%		9.02/2	Indian Hills
200450009023	Lawrence	KS	20	45	000902	3	765	765	100.00%	67.160%	9.02/3	South Lawrence
200450009031	Lawrence	KS	20	45	000903	1	1,330	1,990	66.80%	66.83%	9.03/1	Centennial, Schwagler
200450009041	Lawrence	KS	20	45	000904	1	930	1,105	84.20%		9.04/1	South Lawrence
200450009042	Lawrence	KS	20	45	000904	2	2,040	2,520	81.00%		9.04/2	Indian Hills, South Lawrence
200450009043	Lawrence	KS	20	45	000904	3	850	860	98.80%	85.17%	9.04/3	South Lawrence
200450010011	Lawrence	KS	20	45	001001	1	595	1,310	45.40%		10.01/1	Barker, Centennial
200450010012	Lawrence	KS	20	45	001001	2	330	935	35.30%	41.20%	10.01/2	Breezeale, Park Hill, South Lawrence
200450010021	Lawrence	KS	20	45	001002	1	1,605	2,050	78.30%		10.02/1	Kennedy, Prairie Park
200450010022	Lawrence	KS	20	45	001002	2	380	1,505	25.20%		10.02/2	Prairie Park
200450010023	Lawrence	KS	20	45	001002	3	875	2,380	36.80%	48.19%	10.02/3	Prairie Park, South Meadow, South Siders
200450012011	Lawrence	KS	20	45	001201	1	345	1,905	18.10%	18.11%	12.01/1	South Siders
200450014001	Lawrence	KS	20	45	001400	1	655	1,855	35.30%		14/1	
200450014002	Lawrence	KS	20	45	001400	2	445	2,000	22.30%	28.93%	14/2	Scenic Riverway
200450015001	Lawrence	KS	20	45	001500	1	630	1,510	41.70%		15/1	Scenic Riverway

A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The City of Lawrence has elected to impose resale provisions on all HOME funded homeownership activities, including acquisition with or without rehabilitation and direct homebuyer assistance. These resale provisions apply to the City's Community Housing Development Organizations (CHDO), developers, and/or any subrecipients who receive HOME funding from the City for these homeownership activities.

The City of Lawrence's resale provisions ensure that the subsequent price at resale is affordable to a family at 50-80 percent MFI paying no more than 38 percent of income for principal, interest, property taxes and insurance. The seller will receive a fair return on investment, which is defined in the resale provisions and the written agreement. The subsequent buyer must qualify as low income as defined in 24 CFR 92.2, which is defined as a household whose annual incomes do not exceed 80 percent of the median income for the area, as determined by HUD. The housing must be the principal residence of the family throughout the defined affordability period. The period of affordability in years is based on the total amount of HOME funds invested in the housing and will be included in the written agreement. In the event that the resale price necessary to provide a fair return is not affordable to the subsequent buyer, the City will provide additional HOME funds in the form of down payment assistance and/or buy-down subsidy to make the housing affordable to a low income homebuyer.

Notification to Prospective Buyers: The resale provisions are included in a written agreement between the City and the homebuyer that must be executed before the housing is acquired. The written agreement specifies that the housing must be single family housing and must be modest housing in that the affordable sales price shall not exceed 95 percent of the median purchase price for the area as established by HUD. The agreement will contain the value of the property, the amount of HOME funds used, the form of assistance, the use of the funds, and the time by which the housing must be acquired.

Enforcement of Resale Provisions: The resale provisions are enforced through the use of a recorded deed restriction signed by the homebuyer at closing. The deed restriction specifies:

1. The length of the affordability period (based on the dollar amount of HOME funds invested in the unit)
2. That the home remain the Buyer's principal residence throughout the affordability period; and
3. The conditions and obligations of the Owner should the Owner wish to sell before the end of the affordability period, including;
 - a. The Owner must contact the Developer or CHDO in writing if intending to sell the home prior to the end of the affordability period;

- b. The subsequent buyer must qualify as low income as defined in 24 CFR 92.2, which is defined as a household whose annual incomes do not exceed 80 percent of the median income for the area, as determined by HUD, and must be the principal residence of the family for the remaining years of the affordability period. (However, if the subsequent buyer receives assistance through a HOME-funded program, the affordability period will be reset according to the amount of new assistance provided);
- c. The subsequent price at resale must be affordable to a family at 50-80 percent MFI paying no more than 38 percent of income for principal, interest, property taxes and insurance. In the event that the resale price necessary to provide a fair return is not affordable to the subsequent buyer, the City will provide additional HOME funds in the form of down payment assistance and/or buy-down subsidy to make the housing affordable to a low income homebuyer.
- d. The Owner will receive a fair return on their investment as defined in the resale provisions and the written agreement.

Fair Return on Investment: The City of Lawrence will administer its resale provisions by ensuring that the Owner receives a fair return investment and that the home will continue to be affordable to a specific range of incomes. Fair Return on Investment means the original homebuyer's investment (i.e., any down payment and/or deposit), plus specific types of capital improvements made by the original homebuyer that may add value to the property, as described below. Additionally, the seller will receive up to 25 percent of the appreciation of the property over the period of ownership as calculated by the Housing Price Index Calculator.

- 1. The amount of the original homebuyer investment (i.e., any down payment and/or deposit);
- 2. Up to 80 percent of the cost of any capital improvements, documented with receipts and pictures provided by the homeowner, including but not limited to:
 - a. Room addition (bedroom, bathroom, family room);
 - b. Refurbishment/modernization of kitchens or bathrooms, limited to built-in new appliances, cabinets, or flooring;
 - c. Addition of porches or decks;
 - d. Installation of new central air conditioning or new upgraded heating equipment;
 - e. Major upgrading of electrical service or plumbing; and
 - f. Sprinkler system.

Any and all of which must have been paid for directly by the Owner and which were not installed through a federal, state, or locally funded grant program. All applicable City of Lawrence building codes and permitting requirements must have been followed.

3. The City of Lawrence uses the Housing Price Index (HPI) to determine the percent change in the value of the property over the period of ownership as its standard index for fair return on investment. This percent change is used to calculate the fair return on both the initial investment and eligible capital improvements.
4. Additionally, up to 25 percent of the appreciation of the property over the period of ownership as calculated by the HPI Calculator of the Federal Housing Finance Agency. The HPI Calculator is currently located at <http://www.fhfa.gov/DataTools/Tools/pages/hpi-calculator.aspx> and projects what a given house purchased at a point in time would be worth today if it appreciated at the average appreciation rate of all homes in the area. The calculation shall be performed for the Lawrence, KS Metropolitan Statistical Area (MSA).

It is important to note that in certain circumstances, such as a declining housing market where home values are depreciating, the original homebuyer may not receive a return on investment because the home sold for less or the same price as the original purchase price. The fair return on investment does not include any reasonable and customary sales expenses paid by the buyer or seller in connection with the sale, such as closing costs and/or property taxes.

A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Affordability to a Range of Buyers: The City of Lawrence's resale provisions ensure that the subsequent price at resale is affordable to a family at 50-80 percent MFI paying no more than 38 percent of income for principal, interest, property taxes and insurance. The seller will receive a fair return on investment, which is defined in the resale provisions and the written agreement. The affordable sales price shall not exceed 95 percent of the median purchase price for the area as established by HUD.

Calculating Fair Return on Investment

Example: The City of Lawrence provided HOME funds for the construction of a single family homebuyer unit. The original purchase price of the home was \$125,000. The original homebuyer provided \$5,000 for a down payment. The City of Lawrence uses the Housing Price Index (HPI) to determine the percent change in the value of the property over the period of ownership as its standard index for fair return on investment.

The original homeowner decides to sell the home during the period of affordability and is able to sell the home at a price that permits the original homebuyer to realize a full return on investment as defined in the City of Lawrence resale provisions.

In the past year, the original homebuyer undertook a \$9,000 kitchen renovation. Using the HPI, the PJ has determined that the percent change in the value of the property over the original homebuyer's period of ownership is 3.9 percent. The original homebuyer's initial downpayment investment of \$5,000 plus the kitchen improvements, valued at \$7,200 (80 percent of the \$9,000 capital investment), would result in a fair return of \$476. The City's resale provisions additionally provide for up to 25 percent of the appreciation of the property over the period of ownership, as calculated by the HPI Calculator. The original purchase price of the home was \$125,000. Using the HPI Calculator, the house would be worth approximately \$129,789 as of 1st Quarter 2023. Total return at sale, assuming the price at sale permits the original homebuyer to realize a full return on his investment, would include the original homebuyer's initial investment of \$5,000, plus the \$7,200 investment in capital improvements, plus a \$476 fair return on both of those investments, plus up to 25 percent of the appreciation of the property over the period of ownership.

$(\$5,000 + \$7,200) \times 3.9\% = \$476$ fair return on initial and capital investments
 $(\$129,789 - \$125,000) \times 25\% = \$1,197$ HPI appreciation of the property
 $\$5,000 + \$7,200 + \$476 + \$1,197 = \$13,873$ total return to the original homebuyer at sale

In order to realize a fair return to the original homeowner, the sales price must be set at \$133,873 (i.e., \$120,000 original mortgage + \$5,000 down payment + \$7,200 capital improvements + \$476 fair return on initial and capital investments + \$1,197 HPI appreciation of the property).

2025 Estimated Investment Summary – DRAFT (Updated 4/11/2025)

CDBG Public Services	
The Lawrence Community Shelter, Inc.	
Stabilization Services for Shelter Guests	\$111,000
Public Services Total	\$111,000

CDBG Non-Public Service	
City of Lawrence	
Various City Department Projects	\$516,000
GoodLife Innovations, Inc.	
Rehabilitation of Group Home Facility	\$160,000
Lawrence Habitat for Humanity	
Critical Repair for Weatherization Assistance	\$55,000
Total Non-Public Service	\$731,000

CDBG Administration	
HID Administration of CDBG	\$148,000
CDBG GRAND TOTAL	\$990,000

HOME Investment Partnerships Program	
Lawrence-Douglas County Housing Authority	
Tenant-Based Rental Assistance	\$240,000
Tenants to Homeowners, Inc.	
CHDO Set-Aside Project Funds	\$127,139
Tenants to Homeowners, Inc.	
CHDO Operating Expenses	\$21,500
HID Administration of HOME	\$43,000
HOME GRAND TOTAL	\$431,639

Funding Sources	
2025 CDBG Grant	\$740,000
Projected Program Income	\$100,000
Grant Reallocation	\$150,000
Total CDBG Grant Allocation	\$990,000
2025 HOME Grant	\$430,000
Program Income	\$1,639
Grant Reallocation	\$0
Total HOME Grant Allocation	\$431,639

Totals	
Total CDBG Grant Allocation	\$990,000
Total HOME Grant Allocation	\$431,639
GRAND TOTAL, CDBG & HOME	\$1,421,639

Potential Various City Department Projects include (subject to eligibility, Environmental Review, and funding availability):

Acquisition of real property for affordable housing
 Direct financial assistance to homebuyers
 Owner-occupied housing - emergency loans
 Owner-occupied housing - comprehensive rehabilitation loans
 Street restoration projects in low- and moderate-income neighborhoods
 Sidewalk gap program in low- and moderate-income neighborhoods
 Parks & Recreation projects in low- and moderate-income neighborhoods
 Other low- and moderate-income neighborhood projects

*Amendments may be proposed to above potential projects or
 new programs may be proposed as program year progresses*

RESOLUTION NO. 7589

A RESOLUTION OF THE CITY OF LAWRENCE, KANSAS, AUTHORIZING THE MAYOR, OR THE MAYOR'S DESIGNEE, TO EXECUTE THE GRANT AGREEMENTS FOR THE 2025 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND 2025 HOME INVESTMENT PARTNERSHIPS PROGRAM (HOME) AND AUTHORIZING THE MAYOR, OR THE MAYOR'S DESIGNEE, TO SIGN SUCH OTHER DOCUMENTS, UNDERSTANDINGS, AND ASSURANCES AS MAY BE REQUIRED PURSUANT TO TITLE I OF THE HOUSING AND COMMUNITY DEVELOPMENT ACT OF 1974, CODIFIED AS AMENDED AT 42 U.S.C. § 5301 *ET SEQ.*, AND TITLE II OF THE CRANSTON-GONZALEZ NATIONAL AFFORDABLE HOUSING ACT OF 1990, CODIFIED AS AMENDED AT 42 U.S.C. § 12703 *ET SEQ.*

WHEREAS, the City of Lawrence, Kansas, is entitled to receive from the United States Department of Housing and Urban Development (HUD) certain funds under Title I of the Housing and Community Development Act of 1974, codified as amended at 42 U.S.C. § 5301 *et seq.*, and Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990, codified as amended at 42 U.S.C. § 12703 *et seq.*;

WHEREAS, HUD requires that grant agreements for the 2025 Community Development Block Grant (CDBG) and the 2025 HOME Investment Partnerships Program (HOME) be executed by the recipient of such funds;

WHEREAS, HUD requires that the City submit to it, for approval, a Five-Year Consolidated Plan for the 2023-2027 program years and an Annual Update to the Consolidated Plan for the 2025 program; and

WHEREAS, HUD also requires that the City submit to it, from time to time, certain other documents, understandings, and assurances.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF LAWRENCE, KANSAS:

SECTION 1. The above-stated Recitals are adopted by reference and incorporated herein as if set forth *verbatim*.

SECTION 2. The Mayor, or the Mayor's designee, is hereby authorized to execute the City's grant agreements for the 2025 CDBG and 2025 HOME programs and to execute certain other documents, understandings, and assurances, required by HUD to be submitted to it from time to time, including but not limited to the following:

- (a) Consolidated Plan and Annual Update, including Substantial Amendments,
- (b) CDBG and HOME Grant Applications and required certifications,

- (c) HUD project Environmental Reviews, including ones prepared as Responsible Entity,
- (d) Consolidated Annual Performance and Evaluation Report, and
- (e) Sub-Recipient Agreements,

all in accordance with Title I of the Housing and Community Development Act of 1974, codified as amended at 42 U.S.C. § 5301 *et seq.*, and Title II of the Cranston-Gonzalez National Affordable Housing Act of 1990, codified as amended at 42 U.S.C. § 12703 *et seq.*

SECTION 3. This Resolution shall be effective upon adoption by the Governing Body.

ADOPTED by the Governing Body of the City of Lawrence, Kansas, this _____ day of June, 2025.

APPROVED:

Michael Dever
Mayor

ATTEST:

Sherri Riedemann
City Clerk

APPROVED AS TO FORM:

Toni R. Wheeler
City Attorney

A Place for Everyone



**Our plan to end homelessness in
Lawrence and Douglas County**



The City of Lawrence and Douglas County are grateful to be joined in this work by the following agencies that reflect the Housing and Homelessness Stakeholders in this community:

Artists Helping the Homeless
Bert Nash
DCCCA
Family Promise
Habitat for Humanity
Heartland Community Mental Health
Justice Matters
Kansas Balance of State Continuum of Care

Kansas Legal Services
Kansas Statewide Homeless Coalition
Lawrence Community Shelter
Lawrence-Douglas County Housing Authority
Lawrence-Douglas County Public Health
LMH Health
Tenants to Homeowners
Willow Domestic Violence Center

***A Place for Everyone* is our community plan to end chronic homelessness in Douglas County.**

Our goal: By 2028, we will create a system that achieves functional zero through policy, system, and environmental changes resulting in all Douglas County residents having access to the fundamental human right of safe, accessible, attainable, and affordable housing, and in which homelessness is a rare and brief occurrence.

To reach this goal, we've established five work areas to be addressed:

Equity and Inclusion

Affordable Housing

Supportive Housing

Systems

Emergency Shelter and Services



Currently, our community does not have sufficient capacity for people to access the type of shelter they need for their specific circumstance. According to the 2022 Douglas County Homelessness Needs Assessment conducted by the University of Kansas Center for Public Partnerships and Research, more affordable housing and permanent affordable housing options are needed to serve the unsheltered population in Douglas County.

From this research and based on community conversations we've had with people in Douglas County, including those with lived experience, we've identified an overwhelming need to increase availability in these three categories of shelter: 1) affordable housing, 2) emergency shelter and services, and 3) supportive housing. All our work ladders up to these three goals:

1. Increased affordable housing

2. Increased emergency shelter and services

3. Increased supportive housing

As we work toward our goals for increased affordable housing, emergency shelter and services, and supportive housing, we need to be intentional in the way we do the work. There are two primary considerations to how we do our work: the first is Equity and Inclusion and the second is the Systems we have in place to connect our partner organizations behind one collective goal: ending chronic homelessness in Douglas County.

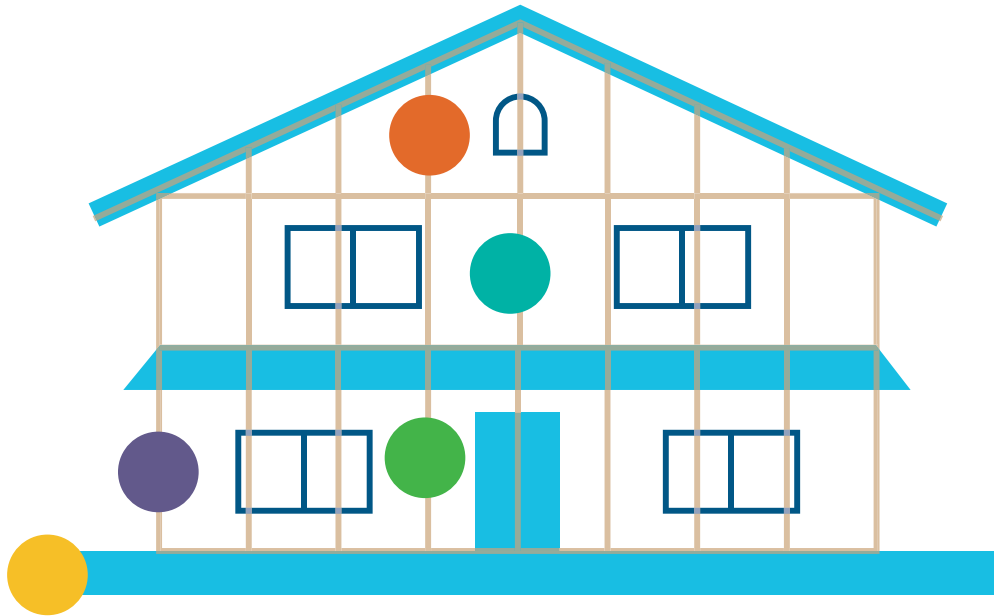


The Housing Needs Continuum shows the wide range of sheltering options that should be available in a community. Each part of the housing continuum serves a unique need to the individuals that utilize them.



Affordable housing is defined as when total housing costs exceed no more than 30% of a household's total income.

Our approach to ending chronic homelessness is like building a house. The five work areas are all important parts of the house we're building.



FOUNDATION

First, our house needs a solid foundation. The foundation of our work to end chronic homelessness is equity and inclusion as it will inform every other aspect of our plan.

INFRASTRUCTURE

After the foundation is established, we're building the infrastructure of our house: the walls, the plumbing, etc. For our plan to end chronic homelessness, the infrastructure is the Systems work area. Our Systems will govern over and hold the rest of our work together.

LEVELS

Finally, we have the different levels of the house itself. The first floor of our house is the most important and most used, and for our plan to end chronic homelessness, that is our work to increase affordable housing. The second floor of our house, which is also important but generally less utilized, is supportive housing. Finally, we have the top floor of the house, which for our plan is Emergency Shelter and Services. This is a necessary part of the house, but we don't use it nearly as often as the main living areas.





Our Foundation: Equity and Inclusion

According to the 2022 Douglas County Homelessness Needs Assessment, both racial and gender disparities in who experiences homelessness warrant further attention in our community. Additionally, the study identified a need to explore opportunities for engaging individuals with lived experience of homelessness to provide decision-making input.

Recognizing that homelessness disproportionately impacts women, Black, Indigenous, and other Persons of Color (BIPOC) in our community, this plan is designed to optimize equity by focusing on the following low-income populations in our community:

- Individuals experiencing chronic homelessness
- BIPOC individuals/households experiencing or at-risk of homelessness
- LGBTQ+ individuals/households experiencing or at-risk of homelessness
- Families with children younger than 18
- Single-parent, female-headed households
- Justice-involved/formerly incarcerated residents
- Individuals with Intellectual and Developmental Disability (IDD) in institutional setting
- Low-income seniors
- Transitional youth, unaccompanied minors, and youth aging out of foster care
- Individuals with substance use disorder (SUD) and severe and persistent mental illness (SPMI)
- Survivors of domestic violence, human trafficking, and/or stalking
- Immigrant individuals/households
- Individuals with English as second language
- Individuals with disabilities



WHAT ARE OUR GOALS FOR EQUITY AND INCLUSION?

- By 2024, define a clear set of equity goals that will inform all areas of this plan
- By 2024, prioritize equity in community education resources
- By 2024, establish ongoing roles in this work for people with lived experience
- By 2025, use data to track success and sustainability
- By 2026, focus on equity in policy and budget decisions
- By 2026, target systemic inequities to increase diverse homeownership
- By 2027, promote best practices that improve diversity and equity for all service providers

HOW ARE WE GOING TO REACH OUR EQUITY AND INCLUSION GOALS?

- Support a shared vision of equity between all local agencies and government with a shared terminology list
- Determine four data performance measures that tie directly to equity goals and action steps
- Highlight equity in all community education resources and communication, with improved collaboration and availability of easy-read resources
- Establish ongoing roles for individuals with lived experience to inform planned strategies, including an advisory board and opportunities for paid work
- Develop a decision-making model that targets and reduces racial disparities by prioritizing funding for projects with an equity focus
- Identify policies that reduce the risk of homelessness, increase accessibility and uplift historically marginalized populations; target systemic inequities and increase diverse homeownership
- Create long-term Diversity, Equity and Inclusion training and assessments for all levels of organization and government



The Infrastructure: Systems

Ending chronic homelessness in Douglas County requires a coordinated system of resources in which many organizations work together. These “systems” help us gather an accurate picture of where things stand so that we can move this work forward.

The systems we are establishing in our community fit into the Built for Zero framework, which is an initiative both the City of Lawrence and Douglas County committed to in March 2020. In the Built for Zero model, we end chronic homelessness through the following strategy:

1. Build a single team that is accountable for ending homelessness throughout the community.
2. Commit to a shared aim of ending homelessness. We measure progress not by the goals of each organization but by whether we are collectively driving down the number of people experiencing homelessness.
3. Know everyone experiencing homelessness by name and in real-time.
4. Make data-driven, targeted investments for increased housing.

Our systems goals are all work items to be accomplished in the next one-to-two years, as our success in these areas will help inform and improve our work in the housing investment areas of this plan.



WHAT ARE OUR GOALS FOR SYSTEMS?

- By July 2024, achieve quality data through the Built for Zero framework
- By April 2024, launch a dashboard for real-time homelessness and housing data specific to Douglas County
- Increase participation in the Homeless Management Information System and Coordinated Entry System by 20%

HOW ARE WE GOING TO REACH OUR SYSTEMS GOALS?

- Collaborate among partners within the Homeless Management Information System and promote resource and service tracking
- Build a Built for Zero-specific report and dashboard and share it with the community
- Identify agencies who serve the unhoused population that are not able to use the Homeless Management Information System and create a plan for data integration for the dashboard
- Develop key performance indicators to utilize for public education
- Conduct a Housing Study through the Kansas Housing Resources Corporation
- Increase Lawrence and Douglas County representation at Continuum of Care Homeless Management Information System Steering Committee meetings
- Make the Homeless Management Information System accessible for all homeless targeted programs and housing services throughout the community to review, input data and pull reports



The first floor: Affordable housing

Affordable housing is the solution to homelessness. It fosters economic prosperity and is a basic human right. And yet, Douglas County does not have enough housing that is affordable for people who live and work in our community. Housing costs continue to rise for both renters and homeowners, resulting in an increase in evictions and homelessness—and a decrease in homeownership. Meanwhile, wages have not kept pace with the rising cost of rent, utilities, interest rates and home sales prices, which has increased the number of households experiencing housing stress and insecurity. Housing stress is defined as spending more than 30% of income on housing costs.

A 'housing wage' is what a household must earn to afford rent at fair market value without spending more than 30% of income in housing expenses. The housing wage in Douglas County for a two-bedroom apartment is \$18.27 an hour—more than double the state minimum wage. This means that even working full time, many community members cannot afford the cost of housing. Almost half of renters and almost a quarter of homeowners in Douglas County experience housing insecurity, meaning that many of these households are one emergency away from homelessness.

The goals of the affordable housing portion of this plan are focused on increasing the amount of affordable rental and homeownership properties and improving access to the affordable housing that already exists.



WHAT ARE OUR GOALS FOR INCREASING AFFORDABLE HOUSING?

- By 2028, increase the supply of affordable rental housing units by 1,500
- By 2028, increase the supply of affordable homeownership units by 200
- By 2028, increase the supply of accessible and affordable units by 100
- By 2028, increase the supply of affordable units for families with minor children by 500
- By 2028, establish policy and system changes that realign power imbalances that currently prevent access to, or development of, affordable housing

HOW ARE WE GOING TO REACH OUR AFFORDABLE HOUSING GOALS?

- Develop a long-term affordable housing plan
- Provide a grant subsidy for new development or rehabilitation of desired unit types
- Acquire parcels and units for the community land trust and future affordable housing development
- Provide recommendations for City code updates that allow for affordable housing development
- Establish the tenant's right to legal representation in Douglas County
- Enforce the City's protection against source of income discrimination
- Establish a City of Lawrence vacant and dilapidated structure registry
- Establish an incentive program for affordable housing development
- Establish funding resources
- Develop a plan for ongoing community engagement re: affordable housing
- Develop programs that increase racial equity in affordable housing access and land ownership



The Second Floor: Supportive Housing

An increase in supportive housing, especially permanent supportive housing, is needed to serve community members who have the most difficulty remaining housed. Data from the 2022 Douglas County Homelessness Needs Assessment points to a sizable portion of the population experiencing long-term and often cyclical bouts of homelessness. More than 40% of this population had experienced homelessness three or more times in the past three years, and almost 50% had been homeless for more than 12 months in the past three years. Data also indicated a high incidence rate of mental health and substance use issues within the population.

The rates of chronic/cyclical homelessness, mental health, and substance use issues, as well as conversations with community providers, indicate that more than 150 individuals may benefit from supportive housing to help them break the chronic homelessness cycle. The Corporation for Supportive Housing's needs assessment (released May 2022) focused on community permanent supportive housing needs within Douglas County. It found that 381 supportive housing units are needed in the community. Of those, individuals and families experiencing homelessness need at least 115 permanent supportive housing units.



WHAT ARE OUR GOALS FOR INCREASING SUPPORTIVE HOUSING?

- By 2027, increase the number of permanent supportive housing units dedicated to these groups:
 - Chronically homeless individuals (+30 units)
 - Chronically homeless families (+2 units)
 - Homeless individuals aged 55+ (+50 units)
 - Justice-involved individuals (+20 units)
 - Child-welfare involved families (+10 units)
 - Homeless individuals aged 17-23 (+8 units)
- By 2027, increase the number of transitional housing units dedicated to homeless individuals with substance use disorders or mental illness by 15 units

HOW ARE WE GOING TO REACH OUR SUPPORTIVE HOUSING GOALS?

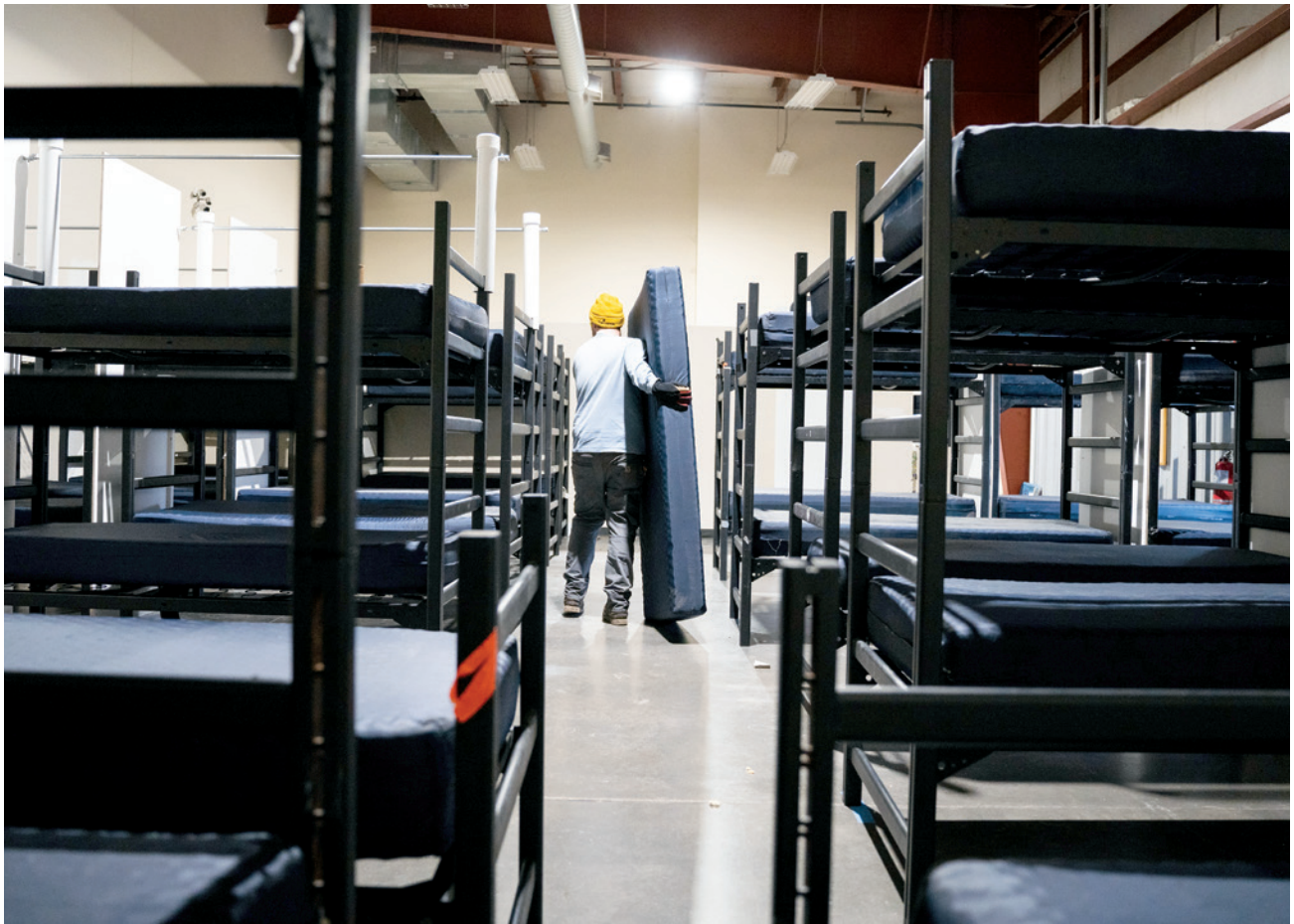
- Develop a five-year supportive housing Capital Improvement Plan
- Establish a community supportive housing case management program
- Establish sustainable funding resources
- Design and develop emergency, non-congregate shelter services
- Design a curriculum to build community buy-in and trust for supportive housing



The Top Floor: Emergency Shelter and Services

Emergency shelter is temporary, short-term housing for people experiencing homelessness. It is an intermediary solution that helps move individuals off the street or out of illegal camping into a situation where they can have access to needed support services. Emergency shelter can also be extremely beneficial for service providers as it gives them a known location where they can help people experiencing homelessness get the assistance they need.

In Douglas County, there are currently an insufficient number of emergency shelter beds for people experiencing homelessness. The latest point-in-time count in 2023 listed 351 homeless individuals living in Douglas County. Of those, 95 people are currently unsheltered.



WHAT ARE OUR GOALS FOR INCREASING EMERGENCY SHELTER AND SERVICES?

- By 2024, enhance the regional coordinated entry system of agencies and access points to provide triage, diversion and care coordination to those at risk of—or currently experiencing—homelessness
- By 2026, establish a street outreach team to serve unsheltered homeless individuals
- By 2027, reduce the Douglas County Point-In-Time count for unsheltered individuals by 50%
- By 2027, provide women and families with immediate access to low-barrier emergency shelter services for up to 65 beds
- By 2027, establish a homeless community outreach and day center facility

HOW ARE WE GOING TO REACH OUR EMERGENCY SHELTER AND SERVICES GOALS?

- Define programmatic and operational expectations for community organizations to provide emergency shelter services
- Develop policy framework to build trust and accountability with our community
- Define and develop the Pallet Shelter Village program
- Expand street outreach services
- Establish a community severe weather and disaster response and recovery emergency shelter plan for houseless individuals

Conclusion

More detailed information on *A Place for Everyone* is available online at dgcoks.org/aplaceforeveryone. The website includes corresponding action items for the identified strategies.

A Place for Everyone is a living plan that will be reviewed and updated annually. The website will have the most up-to-date information on the current work being undertaken.

Photo Credit

Our thanks to Taylor Mah, City of Lawrence media and creative specialist, for the photos used in this document. Additionally, we thank and appreciate the following organizations for allowing us to take photos for use in this document:

Douglas County Housing Authority

Page 12: the Cottages at Green Lake project, which provides supportive housing for those with mental illness.

City of Lawrence

Page 4: Camp New Beginnings, an emergency shelter option in North Lawrence

Page 7: City crews building pallet cabins at The Village, an emergency shelter option on N Michigan St.

Artists Helping the Homeless

Pages 7, 14: Meraki House, which is a supportive housing option in our community.

Lawrence Community Shelter

Page 16: emergency overnight shelter facilities.

Tenants to Homeowners

Page 19: a completed house on Beatnik Ct.





A Place for Everyone



Standard Operating Procedure (SOP) for Outreaching to House

Purpose:

To provide a clear, structured approach for the Homeless Response Team (HRT) to transition outreach efforts toward housing-focused outcomes, ensuring that every interaction is a step toward securing stable housing for individuals experiencing homelessness.

Scope:

This SOP applies to all HRT members. It establishes protocols to prioritize housing placements while maintaining a person-centered and trauma-informed approach.

Procedure:

1. Outreach Team:

- Responsible for building rapport and trust with individuals experiencing homelessness.
- Approach individuals with empathy and respect, building trust through consistent and transparent communication.
- Utilize motivational interviewing techniques to understand the individual's current situation, barriers, and housing goals.
- Document essential details in the client file, including:
 - Name (if willing to share. If not, create alias.)
 - Preferred contact method
 - Immediate needs (e.g., food, shelter, medical care)
 - Housing history and preferences
- Outreach specialists and peer support specialists will:
 - Conduct CES assessments.
 - Assist in gathering necessary documents such as ID, Social Security cards, and income verification.
 - Enroll individuals into the HMIS system and record all contacts.
- Link the individual to necessary services based on their needs, such as:
 - Substance use treatment
 - Mental health services
 - Employment assistance
 - Benefits enrollment (e.g., SSI, SSDI, SNAP)
- Collaborate with partner agencies to address barriers and expedite service delivery.
- Once consent is received from an individual to work with the program, transfer the case to Peer Support Specialists for further engagement.

2. Support Specialists Team:

- Conduct HRT Assessment with client that covers:
 - Income and employment status
 - Rental history
 - Support system availability
 - Barriers to housing (e.g., criminal history, credit issues)
 - Upload completed assessment into HMIS.
- Housing Navigation/Landlord Engagement:
 - Develop a housing plan that includes:
 - Short-term goals (e.g., gathering remaining needed documentation, completing applications)
 - Long-term goals (e.g., sustaining housing stability)
 - Assist in submitting housing applications on behalf of or alongside the individual.
 - Build and maintain relationships with local landlords and property managers to expand housing opportunities.
 - Advocate for individuals, addressing landlord concerns and promoting the benefits of housing programs.

3. Follow-Up and Aftercare Team:

- Dedicated peers will ensure ongoing support for housed individuals:
 - Enroll individuals in the Aftercare Program to provide:

- Ongoing peer support
 - Financial literacy education
 - Connection to community resources
 - Conduct regular follow-ups (e.g., weekly during the first month, then monthly).
4. **Documentation and Reporting:**
- Maintain accurate and up-to-date records in HMIS.
 - Track progress on housing goals and report outcomes during monthly team meetings.
 - Ensure all interactions with clients are documented in case notes within 24 hours to provide a complete client history and assist in team coordination.
5. **Weekly Team Meetings:**
- A weekly team meeting is required to discuss all active clients on the HMIS client roster.
 - Purpose: To ensure all current activities are documented appropriately and everyone is aware of what is happening with the client.
 - Each team member must provide updates on their assigned clients and highlight any barriers to progress.
 - Use this meeting to identify opportunities for collaboration or additional resources.
-

Roles and Responsibilities:

- **Outreach Team:** Build rapport and trust, gather initial information, conduct CES assessments, assist with documentation, connect to services, and enroll individuals into HMIS.
 - **Support Specialists:** Conduct housing assessments, support service delivery, facilitate housing placements, engage landlords, and develop housing plans.
 - **Follow-Up and Aftercare Team:** Provide ongoing support and ensure housing retention.
 - **Team Lead:** Oversee team operations, ensure adherence to SOPs, and address challenges with the Director.
-

Key Metrics:

- Number of individuals engaged through outreach.
 - Percentage of individuals assessed for housing.
 - Number of housing placements achieved.
 - Retention rates of housed individuals after three, six, and twelve months.
-

Quality Assurance:

- Conduct regular training sessions to ensure team proficiency in housing-first principles.
 - Review client files bi-weekly for completeness and accuracy.
 - Gather client feedback to enhance service delivery.
-

By adhering to this SOP, the HRT will maintain a consistent, effective approach to transitioning individuals experiencing homelessness into stable housing, aligning with our 2025 goals.