

ACTION PLAN OF HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM YEAR 2007-2008



Presented by
Hon. Ramón Luis Rivera Cruz
Mayor
May, 2007

**MUNICIPALITY OF BAYAMON
PLANNING OFFICE**

**ACTION PLAN OF HOUSING AND COMMUNITY DEVELOPMENT
FOR THE MUNICIPALITY OF BAYAMON
PROGRAM YEAR 2007**

PRESENTED BY:

**HON. RAMON LUIS RIVERA CRUZ
MAYOR**

**EILEEN POUYMIROU YUNQUE
DIRECTOR**

May 2007

**Article I. ACTION PLAN SUMMARY
Article II. PROGRAM YEAR 2007**

COVER SHEET

Article III. Municipality of Bayamón

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GENERAL BACKGROUND

Community Profile

Bayamón is located along the north coastal plain of Puerto Rico. It has territorial limits with, Cataño, Guaynabo, Aguas Buenas, Comerío, Naranjito, Bayamón and Toa Alta. Its geography defines three regions, the coastal plain, the moderate hills and the mountain area. The majority of the coastal plain is covered with urban development. As one moves along a perpendicular axis in relation to the coastal line, there is an extent suburban area developed through hills of moderate height. The mountain area consists of an irregular spread of rural development, a result of spontaneous land use, which is today being ordered by Territorial Plan initiatives. Bayamón is the second most populated municipality in the Greater San Juan Metropolitan Area, as well as of Puerto Rico. Its population according to the year 2000 Census is 224,044 inhabitants, which compares to the data of 1990, 220,262 inhabitants, and represents an increase of 12.3% since 1980. During the last three decades Bayamón has had great pressure and demand for housing and community development. In the year 2000 its urban and suburban area extended through 115 sq. km.

Consolidated Submission for Community Planning and Development Programs.

On January 5, 1995 the Office of the Secretary of the United States Department of Housing and Urban Development published the Final Rule applicable to the Consolidated Submission for Community Planning and Development Programs. The objective pursued was to amend the Department's existing regulations with a rule that consolidates into a single submission the planning and application aspects of the Department's Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), HOME Investment Partnerships (HOME), and Housing Opportunities for Persons with AIDS (HOPWA) formula programs. This new consolidated submission replaced the CHAS, the HOME program description, the Community Development plan and the CDBG final statement, and the ESG and HOPWA applications. The rule also consolidated the reporting requirements for these programs, replacing five general performance reports with one performance report.

Major tasks included in this comprehensive planning process are to encourage the cooperation of public housing managers, private sector developers and community based organizations, to coordinate with community planners in the development of the Comprehensive Grant Plan and the Consolidated Plan. Through the projects in the Annual Plan, the needs and resources of public housing authorities, as well as those identified by overall public participation, are included in a comprehensive planning effort aimed principally to revitalize distressed neighborhoods and help low-income residents in Bayamón

Consolidated planning goals

The overall goal of the community planning and development programs, covered by the final rule, is to develop through a collaborative process, a unified vision for community development actions. Through the Consolidated Planning Process and the Preparation of Annual Action Plans, a planning Jurisdiction shapes ideas into effective and coordinated neighborhood and community development strategies to develop viable urban communities. The main objectives are providing decent housing, a suitable living environment and expanding economic opportunities principally for low-and moderate-income persons. The primary means towards this end is to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and non-profit organizations.

The goals to be achieved are:

1. To *provide decent housing*:

- assisting homeless persons to obtain affordable housing
- assisting persons at risk of becoming homeless
- retention of the affordable housing stock;
- increase the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities, without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- increasing the supply of supportive housing, which combines structural features and services needed to enable persons with special needs, including persons with HIV/AIDS and their families, to live with dignity and independence;
- providing affordable housing that is accessible to job opportunities.

2. To *provide a suitable living environment*:

- improving the safety and livability of neighborhoods;
- increasing access to quality public and private facilities and services;
- reducing the isolation of income groups within a community or geographical area through the spatial deconcentration of housing opportunities for persons of lower income and the revitalization of deteriorating neighborhoods;
- restoring and preserving properties of special historic, architectural, or aesthetic value; and
- conservation of energy resources.

3. To *expand economic opportunities*:

- job creation and retention;
- establishment, stabilization and expansion of small businesses (including micro-business);
- the provision of public services concerned with employment;
- the provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan;
- availability of mortgage financing for low-income persons at reasonable rates using nondiscriminatory lending practices;
- access to capital and credit for development activities that promote the long-term economic and social viability of the community;
- empowerment and self-sufficiency opportunities for low-income persons to reduce general poverty in federally assisted and public housing.

The Consolidated Plan for the Municipality of Bayamón, years 2007 through 2011, states the strategies to pursue these goals through all the community planning and development programs, as well as the housing programs. The Consolidated Plan provides the following functions:

- (1) A planning document for the Municipality of Bayamón, which builds on a participatory process at all levels;
- (2) An application for federal funds under HUD's formula grant programs;
- (3) A strategy to be followed in carrying out HUD programs; and
- (4) Yearly Action Plans that provide the basis for assessing performance.

APPLICABILITY

The 2006-2011 Consolidated Plan of the Municipality of Bayamón is applicable under the following formula grant programs: The Community Development Grant Program (CDBG), 24 CFR Part 570 subpart D and I; The Home Investment Partnership Program (HOME), 24 CFR Part 92; and Emergency Shelter Grant Program (ESGP), 24 CFR Part 575.

The following programs require either that the jurisdiction receiving funds directly from HUD have a Consolidated Plan approved by HUD, or that the application for HUD funds contain a certification specifying that the application is consistent with a HUD-approved Consolidated Plan:

- (1) The HOPE I Public Housing Homeownership (HOPE I) Program (see 24 CFR Subtitle A, Appendix A);
- (2) The HOPE II Homeownership of Multifamily Units (HOPE II) Program (see 24 CFR Subtitle A, Appendix B);
- (3) The HOPE III Homeownership of Single Family Homes (HOPE III) Program (see 24 CFR part 572);
- (4) The Low-Income Housing Preservation (prepayment avoidance incentives) Program, when administered by a state agency (see 24 CFR 248.177);
- (5) The Supportive Housing for the Elderly (Section 202) Program (see 24 CFR part 889);
- (6) The Supportive Housing for Persons with Disabilities Program (see 24 CFR part 890);
- (7) The Supportive Housing Program (see 24 CFR part 583);
- (8) The Single Room Occupancy Housing (SRO) Program (see 24 CFR part 882, subpart H);
- (9) The Shelter Plus Care Program (see 24 CFR part 582);
- (10) The Community Development Block Grant Program--Small Cities (see 24 CFR part 570, subpart E);
- (11) HOME program reallocations;
- (12) Revitalization of Severely Distressed Public Housing (section 24 of the United States Housing Act of 1937, (42 U.S.C. 1437 et seq.));
- (13) Hope for Youth: Youth build (see 24 CFR part 585);
- (14) The John Heinz Neighborhood Development Program (see 24 CFR part 594);
- (15) The Lead-Based Paint Hazard Reduction Program (see 24 CFR part 35);
- (16) Grants for Regulatory Barrier Removal Strategies and Implementation (section 1204, Housing and Community Development Act of 1992 (42 U.S.C. 12705c)); and
- (17) Competitive grants under the Housing Opportunities for Persons With AIDS (HOPWA) Program (see 24 CFR part 574).

Other programs do not require consistency with an approved Consolidated Plan. However, HUD funding allocations for the Section 8 Certificate and Voucher Programs are to be made in a way that enables participating jurisdictions to carry out their consolidated plans.

The Consolidated Plan of the Municipality of Bayamón will be in effect during the Five-Year Period beginning on July 1, 2007 and ending on June 30, 2011. The Municipal Government will define and develop and administer activities related to each Program, on the basis of Single Program Years and in correspondence to the submission of Annual Plans to be approved by HUD.

BAYAMON'S FEDERAL PROGRAM ORGANIZATIONAL STRUCTURE

The 2007 Action Plan will be developed through a simple institutional structure that gives the same ranking and level of involvement to all parties. The sectors involved in the Plan implementation are the public sector, the private sector, the community organizations and the individuals. If we plot the action plan as the epicenter of this institutional structure, we will find four equally leveled partners.

From the public sector, supporting entities are: at the federal level, the US Department of Housing and Urban Development; at the state level we have the Commonwealth's Highway and Transportation Authority, the Housing Development and Improvement Administration, the Housing Department and the Department of Family Affairs, among others. At the local or municipal level, we have the *Municipality of Bayamón, with the Planning Office as the lead agency*, the Housing Department, the Community Service Office, Programa Nuevo Amanecer, the Community Development Office, the Sports and Recreation Department and the whole institutional array of municipal agencies for support.

- The *Municipal Housing Department* develops several programs that provide for adequate, sound and safety homes for the very low, low and median income families in Bayamón. Among the housing programs outstanding achievements have been met through the Interim Assistance Program for housing rehabilitation and the First Time Homebuyers Program with **CDBG** and **HOME** funds respectively. The First Time Homebuyers Program is extensively coordinated with mortgage bankers and real estate brokers.
- The *Community Service Office* is the agency responsible for the administration of the homeless prevention program developed with ESG funds.
- The *Program Nuevo Amanecer*, a municipal office created in 2002, develops an outreach program to work with the homeless population, get them out of the streets and into rehabilitation services, as well as to prevent homelessness among population at risk, principally drug abusers that solicit and loiter on the streets and public areas of Bayamón.
- The *Sports and Recreation Department* provides recreational and sports programs and the *Community Centers Office* provides arts and crafts programs, all for the benefit of the low-income population in Bayamón, giving them expanded opportunities for personal development and skills useful to better their life quality
- The Community Development Office and the Public Works Department are agencies with the responsibility of the rehabilitation, construction and coordination of public infrastructure projects that support human activities. Among projects are sewer systems, water drainage, parks and recreational areas, community centers, acquisition and relocation, among others.

From the private sector the supporting characters are the developers, the lenders, landlords, housing administrators, brokers and investors. These entities represent trust and additional resources to assist in the development of the Plan and in enhancing the quality of life to citizens.

In terms of coordination with other agencies and organizations, the Planning Office coordinates for achievement of the Consolidated Plan objectives with the work of the following groups:

- The Bayamón Corporation for the Development of Housing (CDVB acronym following it's name in Spanish) and Esperanza para la Vejez Inc. are the two certified CHDO's that seek to expand the offer of available affordable housing in Bayamón.
- With the private administrator for the public housing units in Bayamón (G-Management Corporation). The Municipality of Bayamón coordinates the development of social and recreational activities in public housing. The array of municipal services offered inside the public housing projects includes waste disposal, junk removal, sidewalk construction, improvements to the storm sewer, improvements to recreational facilities and services offered through sports, recreation and educational programs designed to assist each community according to their specific needs.
- Community non profit organizations, institutions and groups provide a supporting network that reaches out to families, individuals and communities in need.

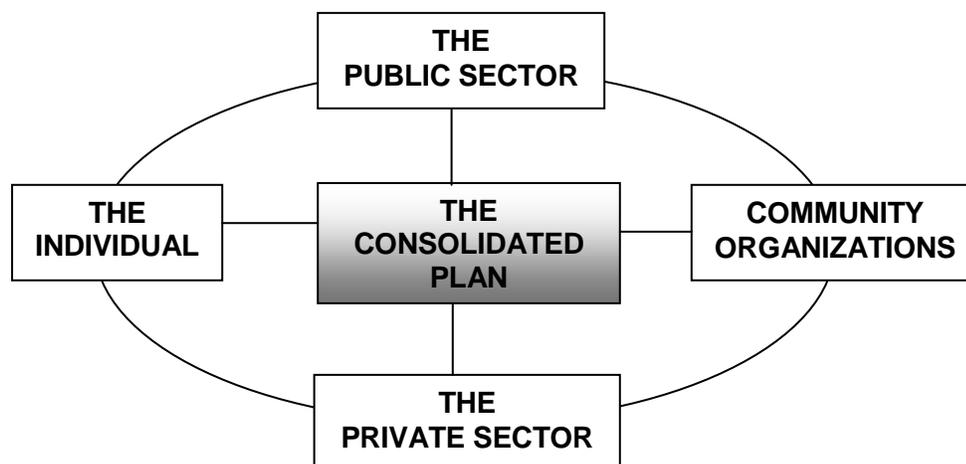
And finally, the most important component for the Plan elaboration and Implementation are the individuals, the private citizens, for whom all these resources are put together. Through formal and casual participation, individuals bring input regarding the needs and the advancement towards the stated goals.

All, partners for a common goal:

Sanitary, sound and safe housing for the homeowner, the prospective homeowner, the renter; permanent housing for the homeless; supportive services for the homeless and the non-homeless; dignity to eradicate the shameful pain of poverty.

The illustration corresponds to the structural model for the implementation of the Consolidated Plan of the Municipality of Bayamón.

**A STRUCTURAL MODEL
FOR THE IMPLEMENTATION OF THE CONSOLIDATED PLAN OF THE MUNICIPALITY
OF BAYAMON, 2006-2011**



CONSOLIDATED PLAN AND YEARLY ACTION PLAN CONSULTATION PROCESS

The elaboration of the Consolidated Plan and yearly Action Plans require a dynamic citizen consultation process to provide for community participation on planning and decision. This process in Bayamón gives the opportunity to low, very low and moderate-income persons of being oriented and having complete clear information, as well as full participation regarding the availability, distribution and use of allocated funds of the CDBG, HOME and ESGP programs. The citizens present their needs and priorities to the Municipal Government in relation to housing needs, community and social services needed to assist elderly, homeless, and handicapped. Through this process the Municipal Government shares available data and information with public and private agencies to avoid service duplication and to include novel ideas and initiatives.

The Citizen Participation Process for the Action Plan for 2007

The Citizen Participation Process for the Action Plan for 2007, of Housing and Community Development was developed focused in:

- Validating the preliminary assessment of needs and the planning process being developed;
- Acknowledging principally the needs of people with low, very low and moderate-income levels;
- And allocating funds adequately in order to render the best possible services to our clientele.

In order to obtain community-base participation in the programming of resources, the Municipal Government established strategic activities to educate and inform the community. The community's opinions were taken into consideration in all allocation decisions regarding the compliance with the national objectives and the Consolidated Planning Process. Communication with neighborhood organizations, non-profit organizations that render social services and public agencies was established.

Public Hearings

Public hearings were conducted and citizens provided information on their communities' needs, priorities, and expectations, as well, they proposed specific activities to fulfill such needs. Public hearings were held on days 12 and 13 of March 2007, at two different locations covering the geographic extension of Bayamón (see public announcement and attendance lists on [Exhibit 1](#)). The Municipality of Bayamón conducted an outreach campaign to announce the celebration of these hearings, and published a notice in a newspaper of general circulation ("El Vocero", February 23, 2007). This notice was published 15 days before the hearings and indicated the purpose, hour, place, date and topics to be discussed. Also invitations were extended to community leaders, neighborhood associations, non-profit organizations and related government agencies.

During the hearings the Planning and Federal Administration Office and the Bayamón Department of Housing personnel provided to the persons attending, information on projects developed in recent years with HUD funds; explained the planning process for the consolidated plan and action plan; and explained about the eligible activities under each program (CDBG, HOME and ESGP) ([see Exhibit 1 and 2](#)). Information on how to prepare and submit a competitive proposal was also provided.

The public participation for the 2007 Action Plan was active. Public hearing attendance was average and 12 proposals were submitted to the Municipality's consideration. No comments were received.

Plan Availability

The notice of availability of the draft plan was published on the April 17, 2007 edition of El Nuevo Día, a newspaper of Island-wide circulation (See Exhibit 3). The citizens were provided 30 days to revise the document and provide comments on the activities, strategies and actions included in the plan.

During the 30 days review period nobody requested to review the documents and no comments were received.

ACTION PLAN FOR THE 2007 PROGRAM YEAR

The Action Plan provides the planning rationale to attain the objectives set forth and fund the housing and non-housing community needs, into feasible, effective and coordinated short term strategies for an overall community development. Strategies pay special attention to low income individuals, families, residents of public or subsidized housing, and persons with special needs including the homeless.

Actions proposed

The actions proposed for the next year address:

- Housing and non-housing activities,
- Economic Development Activities,
- Obstacles to meeting underserved needs,
- Improving effective use of land and natural resources,
- Foster and maintain affordable housing,
- Remove barriers to affordable housing,
- Evaluate and reduce lead-based paint hazards,
- Reduce the number of poverty level families,
- Develop institutional structure,
- Enhance coordination between public and private housing and social service agencies
- Foster public housing improvements and resident initiatives.

The strategies set forth to implement the main objectives for the 2007 Action Plan of the Municipality of Bayamón are oriented towards the consecution of the following objectives:

- To increase the stock of affordable housing through homeownership opportunities, rental housing construction, rehabilitation of rental housing and construction materials to assist very low income homeowners to rehabilitate their own house.
- To continue the development of the Continuum of Care Strategy, to prevent homelessness and serve clientele at risk, in alliance with the State Coalition, through funding with ESG, other federal funds, private and governmental initiatives.
- To assist low income persons with HIV/AIDS and their families.
- To develop non-housing activities, including the rehabilitation and construction of public facilities and the provision of a varied array of public services.

FEDERAL RESOURCES

On March 8, 2007 the Municipality of Bayamón received notice from the US Department of Housing and Urban Development (HUD), regarding the consolidated allocation for the 2007 program year in the amount of \$6,491,943.00.

This allocation for PY2007, compared to the PY2006 grant of \$6,524,953 is \$33,010 less.

The table on the next page illustrates the comparative trend between the 2000 and 2007 program years.

Project Proposals:

Regarding the 2007 Program Year Grant, the Office of Planning received 15 proposals: eleven (11) from non-profit organizations or community organizations, and six (4) from municipal agencies. See letters regarding proposals in [Exhibit 4](#).

In order to qualify for economic assistance to any community planning and development (CPD) programs, the request must meet one of the following national objectives established in 24 CFR 570.208.

- Activities benefiting low-mod income families
- Aid in the elimination of slums or blights
- Activities designed to meet community development needs having a particular urgency

The Planning and Federal Administration Office evaluated the proposals through the work of an evaluating committee that reviewed each proposal and determined eligibility according to national objectives and activities stated under CFR 570.208. The evaluation form designed for such purposes is included in [Exhibit 5](#).

All petitions were evaluated according to stated priorities and allocation was determined according to the following criteria:

- How the project would benefit the community
- Number of beneficiaries or project impact
- Intensity of the problem addressed
- The organizations previous experience in the proposed activities
- If the organization had received assistance previously
- Other financing sources available to the project.
- Service gap
- Affinity with the public policy and development vision adopted for Bayamón

HUD ENTITLEMENT: BAYAMON

COMPARATIVE TREND OF FUND ALLOCATIONS FOR PROGRAM YEARS 2000 TO 2007

PROGRAM	PY-2000	PY-2001	PY-2002	PY-2003	PY-2004	PY-2005	PY-2006	PY-2007	CHANGE PY 2006 AND PY 2007	% of change
CDBG	\$6,555,000	\$6,788,000	\$6,605,000	\$5,690,000	\$5,539,000	\$5,240,887	\$4,708,650	\$4,686,750	(\$21,900)	-5.38%
HOME	\$1,458,000	\$1,622,000	\$1,610,000	\$1,801,181	\$1,791,971	\$1,716,623	\$1,614,715	\$1,602,112	(\$12,603)	-4.20%
ESG	\$233,000	\$231,000	\$231,000	\$226,000	\$208,137	\$202,597	\$201,588	\$203,081	\$1,493	-2.66%
ADDI	\$0	\$0	\$0	\$0	\$46,280	\$0	\$0	\$0	\$0	
TOTAL	\$8,246,000	\$8,641,000	\$8,446,000	\$7,717,181	\$7,585,388	\$7,160,107	\$6,524,953	\$6,491,943	(\$33,010)	-5.61%

The following proposals were funded:

Proposal	Category	Amount granted
1. Iglesia de Dios Misión Board, El Nuevo Camino	CDBG, Public Service	\$26,856.00
2. Bayamón Community Centers Program	CDBG, Public Service	\$28,000.00
3. Bayamón Sports and Recreation Department	CDBG, Public Service	\$120,000.00
4. Programa Nuevo Amanecer	ESG	\$115,300.70
5. Bayamón Community Service Program (Prevention services)	ESG	\$60,924.30

The resources allocated for the 2007 Program Year are described in the next paragraphs.

(a) **The Community Development Block Grant:**

CDBG is the main federal source of funds to carry out most of the rehabilitation and community development activities in the Municipality of Bayamón. Since 1995, slum and blight elimination projects have had significant impacts, benefiting directly the very low and low income population, but as well the rest of the city through the enhancement of urban environment. The municipality is completing acquisition and relocation in *El Volcán and Downtown areas*. For this PY acquisition and relocation activities at El Volcán will continue, and the municipality will complete the construction of 13 new affordable housing units at this community.

CDBG funds will also be used for the rehabilitation of *homeowner's low income housing*. Bayamón has successfully implemented this program for the past eight years.

Community development activities with federal funding have provided resources for the *development of neighborhood infrastructure facilities, the rehabilitation of community centers, improvements to sport and recreational facilities and public service activities carried out by not for profit private or community based corporations.*

With Section 108 Guaranteed Loan Funds for the amount of \$32 millions, as approved in 2003, the municipality has moved rapidly towards completing the development of the following projects:

- Extension to Paseo Lineal and the construction of a Public Golf Course (project completed)
- Parking Building and commercial spaces at the Onofre Carballeira Sports Complex (project construction is underway)
- Reconstruction of the Río Hondo Market (project completed)
- Cityscape and Hardscape at the Onofre Carballeira Sports Complex (project completed)

The Municipality of Bayamón will execute in or after July 1st, 2007 a CDBG agreement in the amount of \$4,686,750.00. For the 2007 Program Year \$700,176.44 will be allocated for housing activities; a total of \$2,901,223.56 have been allocated for debt repayment of the Interim financing for the Section 108 Guaranteed Loan Funds; \$148,000 will be allocated for public service projects; and \$937,350 for planning and administration.

Housing Rehabilitation: To provide sound, safe and healthy housing to low and very low income persons

Consolidated Plan Objective:	H4- Promote rehabilitation of single-family owner-occupied units for low income households. Rehabilitation can be implemented in owner occupied units or units can be purchased for rehabilitation and sold or rented to qualified households including persons with disabilities and elders.
Expected Accomplishment:	70 housing units
IDIS Performance Measure Objective:	Decent Housing
IDIS Outcome	Affordability
IDIS Outcome Statement	Affordability for the purpose of providing decent affordable housing
Timeframe for completion	July 1, 2007-June 30, 2008
Allocation	\$700,176.44

Community Centers Program: Provide cultural and educational workshops to encourage the participation of low and very low income individuals, specially youth, females and senior citizens, into handcrafts and art, pottery, sewing, macramé, music, flower arrangement, and modeling, among others.

Consolidated Plan Objective:	OPSN 5.1(Create/maintain/expand recreation and sports programs), OPSN5.2(Create/maintain/expand educational program for the youth)
Expected Accomplishment:	1,000 persons
IDIS Performance Measure Objective:	Suitable Living Environment
IDIS Outcome	Availability/Accessibility
IDIS Outcome Statement	Accessibility for the purpose of creating suitable living environment
Timeframe for completion	July 1, 2007-June 30, 2008
Allocation	\$28,000

Sports and Recreation program: Develop recreational and sports activities to encourage the active participation of low and very low income individuals, specially children and youths from public housing and the public school system, to learn and practice sports fundamentals.

Consolidated Plan Objective:	OPSN 5.1 (Create/maintain/expand recreation and sports programs), OPSN 2.4 (Provide recreational services to special population)
Expected Accomplishment:	50,000 persons
IDIS Performance Measure Objective:	Suitable Living Environment
IDIS Outcome	Availability/Accessibility
IDIS Outcome Statement	Accessibility for the purpose of creating suitable living environment
Timeframe for completion	July 1, 2007-June 30, 2008
Allocation	\$120,000

(b) **The HOME Program:**

The **HOME** Program has been another significant tool in providing affordable housing to families in Bayamón. The funded housing strategy within 2007-2008 plan is: First Time Homebuyers. Other housing strategies: Rehabilitation and New Construcion are being developed with funding of previous years. In addition, Bayamón has two Community Housing Development Organizations: the Housing Development Corporation of Bayamón (CDVB, as corresponds to its name in Spanish) and Esperanza para la Vejez Inc. Esperanza para la Vejez will be developing a new affordable rental project of 70 new units for elderly. The total investment of this project amounts to \$8.6 millions from which \$1,043,000 come from the Municipality of Bayamón HOME program.

The Municipality of Bayamón will execute in or after July 1st, 2007, a HOME Agreement in the amount of \$1,602,112.00. These funds will be used for providing very low, low and median income families opportunities for homeownership as well as for the betterment of the conditions of their homes. Program allocations and outstanding characteristics are summarized in the following table and graph:

Activity	Budget	Maximum assistance	Program description	Beneficiaries
Hombeyers Assistance	\$ 1,201,584.00	\$60,000	Assistance for down payment and closing costs towards the acquisition of a home on the Bayamón market	20 families
Administrative Expenses (10% of grant total)	\$ 160,211.20			
CHDO set aside (15% of grant total)	\$ 240,316.80			
Totals	\$ 1,602,112.00			20 families

(c) **The Emergency Shelter Grant:**

The Municipality of Bayamón will execute in or after July 1st, 2007, an ESG agreement in the amount of \$203,081. Initiatives within this area are implemented after president's Bush New Freedom Initiative and formalized in Bayamón through the MOU signed in 2003, by Hon. Ramón Luis Rivera, Mayor of Bayamón, and Mr. Bryan Noyse, Regional Director, HUD Region IV, to develop a ten-year planning process to End Chronic Homelessness in Bayamón. For the 2007 Program Year \$115,300.70 will be allocated to assist outreach operations and rehabilitation of homeless individuals through Programa Nuevo Amanecer. Funds amounting \$60,924.30 are assigned to the Bayamón Community Service Program for the prevention of homelessness. In addition 26,856.00 ESG funds will awarded to Iglesia De Dios Misison Board El Nuevo Camino for supportive services.

Services provided are:

- Orientation and guidance about access to available government services
- Facilitate direct access to Nutritional Assistance (PAN), Social Security, Temporary Aid for Needy Families (TANF), among other programs. Counseling on substance abuse and HIV prevention
- X-Rays and Labs (at no cost) in order to accelerate clientele admittance in treatment programs
- Referrals and admission to treatment residential programs in Puerto Rico or abroad.
- After treatment, education, employment and housing assistance is provided to the clientele.
- Prevention services to population at risk (drug users, population at low and very low income households, unattended chronic and disabling conditions, low educational levels, victims of abuse)



(d) **Housing Development Program (SHDP) - Continuum of Care Model**

The Municipality of Bayamón has established a network with several nonprofit, to provide counseling assistance, emergency shelter, transitional shelter and permanent supportive housing to homeless population. The Municipality of Bayamón recognizes that the non profit organizations are far more effective than governmental agencies, in addressing the needs for such clientele. It is expected that this network can be expanded.

Through Supportive Housing Development Program (SHDP) funds, under the Continuum of Care Model, "La Perla del Gran Precio" with an authorized grant of \$681,083.00 has constructed additional service facilities and has begun operations since October 2003. The term of this grant came into conclusion during year 2006. La Perla del Gran Precio received a new allocation from supportive housing program also during this year of \$436,911.

OTHER RESOURCES

In order to accommodate the activities established for the second year of the 2006-2011 Five Year Consolidated Plan, the 2007 Action Plan of the Municipality of Bayamón will commit state, local and private funds to achieve the objectives planned.

State allocations and municipal funds out of the Annual General Operating Budget Resolution or General Obligation Bonds are the main resources to leverage CDBG funds allocated throughout the action plan.

The Sports and Recreation and Community Center programs are public services matched from the Municipality's Annual Operating Budget Resolution.

Public services sponsored by non-profits are requested to provide at least a 50% match from private contributions. These include all services assisted with CDBG funds. This program year public service activities from non-profits will be developed through time extensions granted for the use of funds allocated in Program Year 2006-2007. Among the organizations that will continue during 2007-2008 activities that benefit low and very low income, as well as special populations are:

Asamblea Familiar Virgilio Dávila – a community based organization providing an extended school program oriented to improve childrens schoolwork and avoid dropouts

Instituto de Niños Andrés - a community based organization which provide services to abused children between the ages of 5 to 13 years.

Convergencia Servicoop - a community based organization providing services to persons with disability and the elderly

The resource leverage for the HOME program comes from private funds, through the 3% equity put down by the prospective homebuyer and the mortgage financing approved by private lenders.

CHDO's allocation are matched with private development funding either by the CHDO or in partnership with other developers and construction and permanent loans closed by private lenders.

The homelessness prevention program administered by the Community Service Office will be matched from the Annual Operating Budget Resolution.

To provide tenant based rental assistance the Municipality has available \$14,472,150 (2,167 vouchers) from the Section 8 Housing Choice Program.

The total investment for the 2007 Action Plan is of **\$10,131,138.30**, including **\$6,491,943** in federal funds and **\$3,639,199.30** in municipal and private matching funds.

Low Income Housing Tax Credits

The Municipality is not pursuing the use of tax credit for the development of affordable housing but several developers have used this method. According to the Puerto Rico Housing Finance the following project will receive an allocation of tax credits in program year 2007:

Appl Num	Project Name	Units	Owner	Allocation
06-029	Laderas del Río Elderly Plaza	124	Laderas del Río Elderly LP	\$831,425

Other Funds to available for Community Development

The following table shows funds to be available for the development of other Community Development projects that will complement the CPD resources:

Projects	Amount	Source of Funds
ADA improvements(construction of ramps) to Braulio Dueno Public Housing	\$61,000	State Legislature
Improvements to Sport Complex at Rexville	\$1,000,000	State Legislature
Improvement to Ruiz Soler Complex	\$5,000,000	State Legislature
General Improvements (precinto 10)	\$750,000	State Legislature
Rehabilitation of sidewalks at Jardines de Caparra	\$50,000	State Legislature
Rehabilitation of sidewalks at Forest Hills	\$50,000	State Legislature
Rehabilitation of sidewalks at Santa Juanita	\$50,000	State Legislature
Road Improvements at Cerro Gordo	\$50,000	State Legislature
Infrastructure rehabilitation at Baseball Park Minillas	\$45,000	State Legislature
Infrastructure rehabilitation at Baseball Park Valencia	\$45,000	State Legislature
Improvement to Ciudad Dorada Elderly project	\$50,000	State Legislature
Reconstruction Baseball Park Campo Alegre	\$45,000	State Legislature
Infrastructure improvement at Community Center Flamboyán Garden Community	\$40,000	State Legislature
Sidewalk improvements at Lomas Verdes and Santa Juanita	\$60,000	State Legislature

Projects	Amount	Source of Funds
Reconstruction of sidewalks and pavements of roads citywide (urban areas)	\$60,000	State Legislature
Reconstruction of sidewalks and pavements of roads citywide (rural areas)	\$60,000	State Legislature
Construction of parking area Baseball Park Santa Juanita(10 th section)	\$45,000	State Legislature
Construction of Physical Education classroom at Dolores Alvarez School	\$70,000	State Legislature
General Improvements Citywide	\$189,024	State Legislature
Improvements at Recreational Facilities Van Scoy	\$25,000	State Legislature
Total	\$7,745,024.00	

PROJECT LEVERAGE – ACTION PLAN 2007-2008

Program	Budgetary Segment	Project Name	Federal Assignment	Matching Funds	Total Funds
CDBG 1	06-26-01-00	Housing Rehabilitation	\$700,176.44	---	\$700,176.44
CDBG 2	06-20-01-02	Bayamón Community Centers Program	\$28,000.00	\$28,000.00	\$56,000.00
CDBG 3	06-20-01-03	Bayamón Sports and Recreation Department	\$120,000.00	\$3,321,295.00	\$3,441,295
CDBG 4	06-01-38-07	Section 108, fund for loan repayment	\$2,901,223.56	---	\$2,901,223.56
CDBG 5	06-01-01-07	Administrative and Planning Expenses	\$937,350	---	\$937,350
		Total Program	\$4,686,750	\$3,349,295	\$8,036.45
HOME 1	26-02-02-03	15% CHDO Set Aside	\$240,316.80	---	\$240,316.80
HOME 2	26-02-03-03	Homebuyers Assistance	\$1,201,584.00	---	\$1,201,584.00
HOME 3	06-26-02-00	Home Administrative Expenses	\$160,211.20	---	\$160,211.20
		Total Program	\$1,602,112.00	---	\$1,602,211.00
ESG 1	13-06-02-03	Prevention	\$60,924.30	\$60,924.30	\$121,844.60
ESG 2	37-01-02-03	Programa Nuevo Amanecer	\$115,300.70	\$202,124.00	\$317,424.70
ESG 3		Iglesia de Dios "Mission Board" El Nuevo Camino	\$26,856.00	\$26,856.00	\$53,712.00
		Total Program	\$203,081.00	\$289,904.30	\$492,981.30
Grand Total			\$8,437,580.00	\$3,639,199.30	\$10,131,138.30

ACTIVITIES TO BE UNDERTAKEN

Housing activities:

- (1) **Activities carried out with CDBG funds:** The Housing Department will continue the assistance program for the rehabilitation housing for very low-income homeowners. The Program will commit the \$700,176.44 allocation for home rehabilitation with wood and the reconstruction of homes with foundations in cement. The conversion from wooden homes to cement homes is an initiative that will guarantee more durable housing to low income families in Bayamón (maximum assistance is \$10,000 per family). Funds will allow at least 70 very low and low-income families benefit through this strategy. Due to funding limitation it is necessary to reduce the five year goal of the Consolidated Plan Objective H4 from 700 to 500 housing units.

At "El Volcán" community, 150 participants will benefit of the slum and blight elimination strategy under implementation. Acquisition and relocation will continue with funds allocated on program years 2001 and 2002. During this program year 13 families will be relocated in new homes being constructed on site.

- (2) **Activities carried out with HOME funds:** The Housing Department is responsible for the administration of the Integrated Housing Program for Bayamón. Since Program Year 2001 several new strategies with HOME funds are being implemented. Prospective homebuyers may qualify for one of three different initiatives:

- *New Construction in Cement.* Grants provided to eligible families of prospective homebuyers may be as high as \$35,000.
- *Homeownership- Homebuyers Assistance Program* (\$1,201,584.00) providing qualified families with the advance money for the acquisition of their home (a maximum of \$60,000 per participant). An underwriting analysis will be undertaken to determine the maximum amount to make the housing unit affordable. The amount allocated will allow to assist at least 20 families.
- The Community Housing Development Organization assistance, \$240,316.80 (15% of the HOME funds granted to Bayamón) will be allocated to assist in the development of new housing projects to benefit very low, low and median income families in Bayamón.

- (3) **Activities carried out with ESG funds:** the Community Service Office and Programa Nuevo Amanecer have received allocations in PY 2007 to carry out activities within the defined strategies, to benefit the homeless or population at risk of becoming homeless. For these projects the total funds allocated are \$203,081.00.

- "Programa Nuevo Amanecer" is a municipal Program inaugurated in 2002 to provide homeless individuals and their families assistance to break the cycle of homelessness. Among services provided through the program are: orientation and guidance about access to available government services; facilitate direct access to Nutritional Assistance (PAN), Social Security, temporary aid for needy families (TANF), among other programs; counseling on substance abuse and HIV prevention; X-Rays and Labs (at no cost) in order to accelerate clientele admittance in treatment programs; referrals and admission to treatment residential

- programs in Puerto Rico or abroad; after treatment, education, employment and housing assistance is provided to the clientele; prevention services to population at risk (drug users, population at low and very low income households, unattended chronic and disabling conditions, low educational levels, victims of abuse). With the PY 2007 allocation of \$115,300.70, sixty three (63) participants will be assisted. Matching municipal funds have been allocated in the 2007-2008 budget.
- The Community Service Office provides the homeless prevention programs, assists homeowners and renters in rent/mortgage and utility payments in case of an unforeseen cause that could provoke the risk of homelessness. Budget allocation for this Prevention Program is \$60,924.30. Matching municipal funds have been allocated in the 2007-2008 budget
- The development of shelter and supportive services strategies with non-profit entity, Albergue Nuevo Comienzo, will continue with the allocations assigned in prior years.

Non-housing activities carried out with CDBG fund

Construction and improvements to public facilities: Activities funded through the CDBG Program during year 2007 will include attention to special community needs through several projects of great impact. The municipality has underway the development of projects funded through 108 Loan Guarantee for the development of infrastructure corresponding to a total investment of 32 million dollars.

Other ongoing projects which have funding and will continue implementation are: the renewal of the Traditional Urban Core; acquisition, relocation and infrastructure development at El Volcán community.

The redevelopment of the Central Business District continues to be a priority. A special planning district is being defined with reference to the extension of 500 meters, of radio from each station. Such planning effort will provide for an orderly but accelerated development of new activities that will complement the increased passenger and daily visitors' activity as well as protect residential life and the character of the urban core. Complementary initiatives from the private sector will promote economic development of the area for the benefit of all residents. A diverse and well balanced active urban center is the goal we seek as to promote socio-economic development throughout Bayamón. Specific objectives are:

- Renovating public space, with adequate maintenance and reforestation programs
- Constructing new plazas and urban amenities,
- Developing new housing project in order to increasing the number of residents
- Invigorating the existing commerce and attracting new complementary commercial activities.

An urgent need has emerged after acknowledging that by next year EPA will order the closure of the garbage deposit in Toa Baja, that serves the whole community of Bayamón. This represents an enormous challenge and planning efforts are actually being directed towards identifying resources to establish reuse and recycling programs, high technology garbage processing plants as to produce energy to lower garbage disposal and energy production costs for Bayamón.

- (2) **Public Services:** Other CDBG funds will be committed to assist special populations in alliance with private and community based not-for profit organizations. During the year 2007 we will assist the elderly, children with learning disabilities, abused children and physically impaired persons. We will provide them with social help and training for employment.

CDBG funds provide for the development of the Community Activity Center Program and the Sports and Recreation Program; both for the very low income residents in Bayamón. Also, economic assistance is provided to four (4) non-profit organizations: Hogar de Niños Andrés which provides shelter and services to abused children; Asamblea Familiar Virgilio Dávila which develops an after school program for the prevention of school drop-outs; Convergencia Servi-Coop, which is a program designed to assist the sight impaired; Instituto Psicopedagógico which provides shelter and supportive services to the physically and mentally impaired. Funds allocated during PY 2006-2007 to these community based initiatives amounted \$101,844 and have not been utilized completely. A time extension will be granted as to provide for the completion of activities by December 2007.

Planning and administration

- (1) **Planning and administrative expenses carried out with CDBG funds:** The amount allocated to carry out the planning and administrative expenses for the CDBG program is \$937,350.00
- (2) **Planning and administrative expenses carried out with HOME funds:** The amount allocated to carry out the planning and administrative expenses for the HOME program is \$160,211.20

GEOGRAPHIC DISTRIBUTION OF PROJECTS

The Municipality of Bayamón is part of the San Juan Metropolitan Area. Its territorial extension is 44.3 square miles, with urban development on two thirds of it. For census and social statistical purposes, the municipality is divided in 12 wards of different sizes and population composition. The urban core provides housing stock and is residence to 92% of the population.

The 2000 Population Census identified "Barrio" Minillas as the largest (5.8 square miles) and Hato Tejas as the most populated, (46,528 persons). On the other hand, "Barrio" Pueblo is the smallest in size (.6 square miles) and Guaraguo Arriba the least populated (1,691 persons).

The rationale used by the municipality to set the priorities for allocating the investment dollars by geographic area was based in the citizen participation process performed, the needs assessment identified during consultation process for the preparation of the Consolidated Plan, and the Public Policy established by the Mayor.

No distribution of funds was based on race need, due to the fact that no racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole although most of the funds are targeted to low income areas.

The Activities in the Municipality of Bayamon 2007-2008 Action Plan delineate investment that will be allocated geographically to meet the needs of the lowest income residents. Most programs and initiatives have been targeted in block groups that have had high percentages of low and moderate-income populations or are oriented to low and moderate income individuals. By directing significant assistance to those areas found to be the most economically and physically distressed, the Municipality will greatly increase the measurable and effective impact of these federal dollars by enhancing the quality of life in its most blighted neighborhoods. Had the Municipality distributed the funds without such consideration the impact of these funds would be reduced and the success of these programs would be negatively affected. .

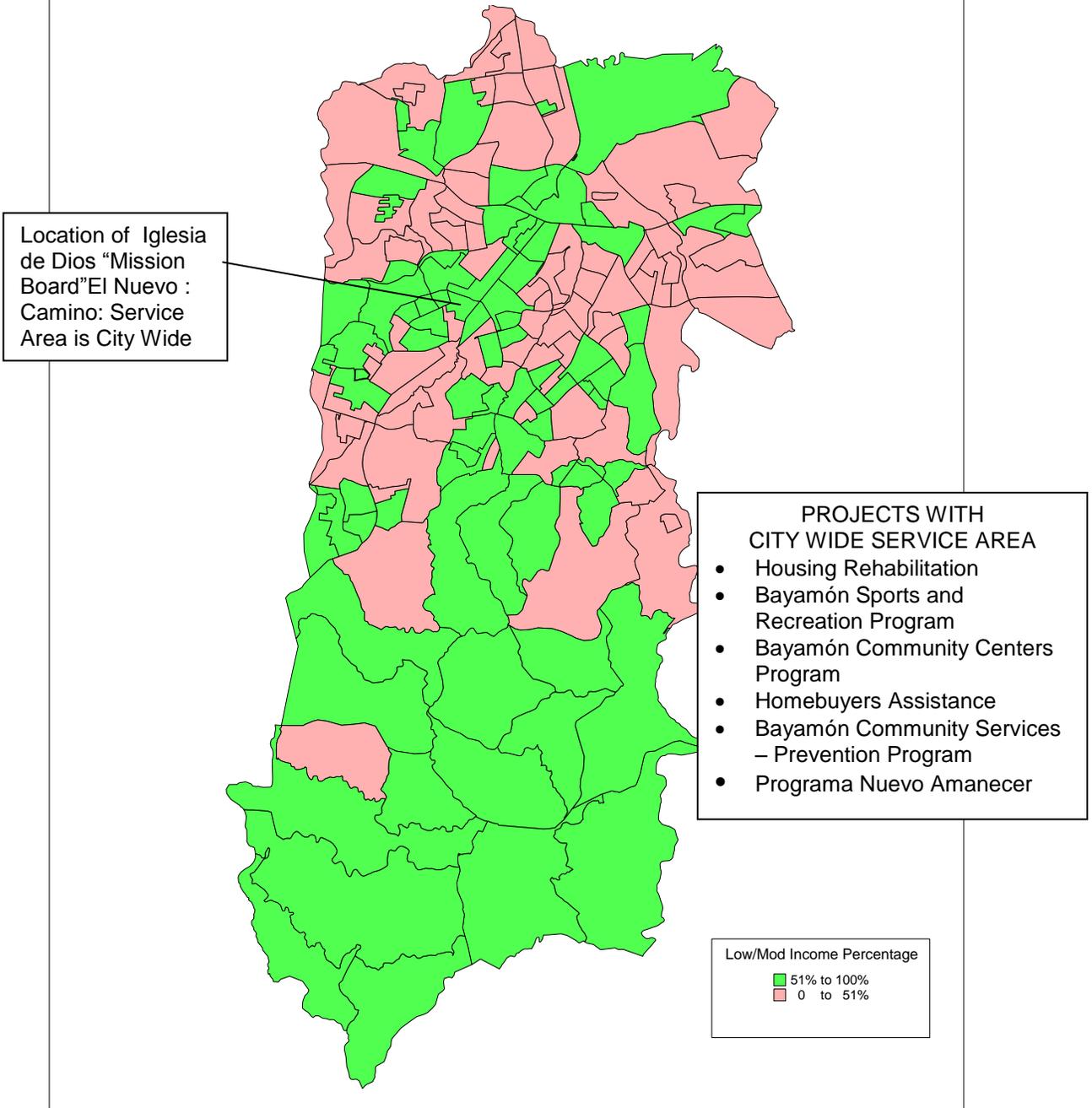
The City certifies that 100% of the activities will benefit low income persons.

The Geographic Distribution table and map on the next page shows the projects for the 2007 Action Plan in reference to their location and service/impact area, national objective and eligibility criteria.

Geographic Distribution of Projects, Program Year 2007

Project Number	Activity	National Objective	Eligibility (% Low Income)	Census Tract or Block Group
1	Housing Rehabilitation	LMH	LMI: Per participant eligibility	CITY WIDE
2	Bayamón Sports and Recreation Program	LMA	51% or more, of population with LMA	CITY WIDE
3	Bayamón Community Centers Program	LMA	51% or more, of population with LMA	CITY WIDE
4	Homebuyers Assistance	LMH	LMI: Per participant eligibility	CITY WIDE
5	Bayamón Community Services – Prevention Program	LMC	LMI: Per participant eligibility	CITY WIDE
6	Iglesia de Dios “Mission Board” El Nuevo Camino	LMC	LMI: Per participant eligibility	CITY WIDE
7	Programa Nuevo Amanecer	LMC	LMI: Per participant eligibility	CITY WIDE

Municipality of Bayamón Low Income Persons Concentration



HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES

Activities planned to address emergency shelter and transitional housing needs

In accordance with the policies stated by the Secretary of the US Department of Housing and Urban Development, the Municipality of Bayamón, has defined the needs of the homeless population based on the model of Continuum of Care.

The model is based on the perception that a homeless person can break the homelessness cycle if the housing services provided are accompanied with a battery of supportive services that could reinforce the skills earned by the homeless person. The supportive services recommended include mental health, job training, education, independent living, academic basic skills, substance abuse and family support.

Under the Continuum of Care Model, a homeless person receives, counseling and supportive services to help him/her to move from the emergency shelter to transitional to permanent housing.

Summary of the Continuum of Care Process

Based on the need of a public policy and strategy for the homeless, in 1998 the Legislature of Puerto Rico approved Law #250, which created a Commission for the Implementation of a Public Policy for the Homeless. The law established the parameters for the following actions:

- Organize a Continuum of Care Planning Process
- Identify needs data and develop an inventory of services provided
- Determine and prioritize gaps in delivery of services to the homeless
- Develop an action plan which includes short-and long-term strategies
- Implement the Action Plan

These parameters are consistent with the Continuum of Care Planning Cycle as defined by HUD. The following is a description of the continuum of care process to be followed during the 5-year period of the Consolidated Plan. This description is based on the five parameters mentioned above.

The Continuum of Care strategy developed by the Municipality of Bayamón to alleviate homelessness is multi-layered and involves not-for-profit organizations, faith-based initiatives, consumers and city, state and federal funding organizations and governmental entities. Our strategy represents maximum participation of community-wide agencies and providers to meet the full spectrum of needs of the homeless as well as to identify gaps and priorities in the provision of services to homeless persons.

Assessment of the needs of the homeless population performed by the Commission for the Implementation of a Public Policy for the Homeless provided new data for the identification of the needs of this population. New data and references are provided by two Point in Time Surveys performed by The Homeless Commission and the Puerto Rico Department of the

Family, one conducted in 2003 and the other in 2005. The surveys counted homeless persons using shelters, motels vouchers, transitional housing, and rental assistance, as well as those people who were turned away from these resources on the same day the survey was performed.

In 2005 the counted homeless persons in Bayamón amounted to 635, of these 150 were identified as chronic homeless, 472 as were located in shelters and 13 were inmates.

From the analysis of the 2005 count , the data for all Puerto Rico provided that (87.5%) of the homeless were individuals and that 12.5% were families, if these percents are applied to the Bayamón Population it obtained that approximately 555 were homeless individuals and 80 were families. Other data of this survey, related to all of Puerto Rico, provided the following information: 3.5% had a mental illness, 50.8% were substance abusers, 2.6% were veterans, 2.70% had HIV/AIDS, 7.90% were victims of domestic violence.

Needs of the Homeless

Other assessment efforts have provided data as follows:

- The top request of the homeless persons was for housing assistance at 23%, followed by drug abuse treatment at 18 %, food at 13%, health care and training for education and employment at 10%, and financial assistance with a 9%. Homeless persons showed an interest in working if the opportunity arose.
- Needs of the Homeless Individuals:

Service Needed	Percentage
Emergency Shelter	4%
Transitional Housing	4%
Permanent Housing	23%
Job Training or Employment	10%
Health Services	10%
Drug/Alcohol Treatment	18%
Mental Health Treatment	5%
Essential Service	5%
Financial Assistance	9%
Food	13%

- On comparing the preferred services by gender, previously collected data was confirmed and 36% of the homeless women counted expressed that they wanted more help to deal with domestic violence. 45% of the homeless men counted wanted more drug abuse related services.

- Homeless persons living in the streets show interest in participating in programs and services that could help them move out of their present situation. In terms of housing services, 23% of homeless street residents considered these could be helpful, compared to 3% in emergency shelters and 5% in transitional housing. This seems to imply that once in a shelter or a transitional housing facility, homeless persons may consider their housing problem to have been solved.

Inventory of Facilities that provide services to the Homeless

The following inventory includes facilities and services that meet the emergency shelter, transitional housing, permanent supportive housing, and permanent housing needs of homeless persons. Among organizations located in Bayamón are the following:

Organization	Shelter	Counseling	Supporting Services	Transitional Housing	Permanent Housing
Section 3.02 La Perla del Gran Precio	*	*	*		
Hogar del Niño Ave María	*		*		
New Life for Girls	*		*		
Teen Challenge de P.R. Inc.	*	*	*		
Albergue Nuevo Comienzo	*	*	*		
Oasis de Amor	*		*		
Hogar Renovados en Cristo	*	*	*		
Hogar Crea, Inc.	*	*	*	*	
Oficina de Servicios Comunales		*	*	*	
Departamento de la Vivienda		*			*
Puerto Rico Housing Finance Corp.		*			*
Casa Vida	*	*	*		
Helping Hands	*	*	*		
Casa Misericordia			*		
UPENS INC.	*	*	*		

Among organizations located outside Bayamón, are the following

Organization	Shelter	Counseling	Supportive Services	Transitional Housing	Permanent Housing
Travelers Aid of Puerto Rico			X		
Lucha Contra el SIDA, Inc.	X		X	X	X
Hogar Crea Inc.	X	X	X	X	
Casa Protegida Julia de Burgos	X	X	X	X	
Hogar Ana R. Díaz			X		
Hogar Carmen Díaz Santaella			X		
Centro Rehabilitación Psicosocial Trujillo Alto (San Patricio) Regino Escamilo			X		
Centro de Salud Mental San Patricio Dr. Orlando Torres			X		

Organization	Shelter	Counseling	Supportive Services	Transitional Housing	Permanent Housing
Centro Inicial para Niños, Adolescentes y Looerns torres Morales			X		
Hogar Colina de la Esperanza Luz N. Díaz			X		
Hogar Delfina Díaz			X		
Hogar Elsie Camacho			X		
Hogar Hilda Aponte			X		
Hogar Huerto de Jesus			X		
Instituto Psicoterapeutico de Puerto Rico (INSPIRA)			X		
Hogar Isabel Aponte			X		
Hogar Juanita			X		
Hogar La Bella Union			X		
Hogar Luz M. Estela			X		
Hogar Mandy Cordero			X		
Hogar Manuel Cordero			X		
Hogar Margarita			X		
Hogar María Alamo			X		
Hogar María Ayarde			X		
Hogar María Falero			X		
Hogar María Virgen			X		
Hogar Peña de Hored			X		
Programa Hogares Carolina			X		
Programa Hogares San Patricio			X		
Hogar Sonia Baez			X		
Hogar Santa Rodriguez			X		
Hogar Serena Esperanza			X		
Hogar Virgen de la Milagrosa			X		
Hogar Yirel Betancourt			X		
Clinica APS Santurce			X		
Clinica SJ Capestrano			X		
Clinica SJ Capestrano			X		
Hospital San Juan Capestrano			X		
Clinica Interdisciplinaria de Psiquiatria Avanzada (CIPA)			X		
Centro de Acceso y Tratamiento Panamericano Hato rey			X		
Clinica Dr. Merlos y Asoc. C.S.P.			X		
Clinica Salud Mental Niños y Adolescentes Centro Médico			X		
Hospital Psiquiatria Dr. Ramón Fernandez Marina, RP			X		
Hospital Psiquiatria Forense Río Piedras			X		
Hospital Pavia Hato Rey			X		
Casa Protegida Jualia de Burgos			X		

Organization	Shelter	Counseling	Supportive Services	Transitional Housing	Permanent Housing
La Fondita de Jesus, Programa Puerta al Cambio			X	X	
Lucha Contra el SIDA, Programa Nuevo Horizonte			X		
Lucha Contra el SIDA Programa Renacer de Vida			X		
Iniciativa Comunitaria, Inc. Compromiso de Vida II			X		
Doctors Medical Center Inc.					X
Casa Rosa, Inc.					X
Hogar Crea Madres con Hijos			X	X	
La Perla de Gran Precio	X	X	X	X	X
Teen Challenge	X		X		
Ejercito de Salvación Proyecto Esperanza	X		X		
Estancia Corazon Proyecto Plaza Corazon			X		
Hogares Amparo Inc.			X		
Iniciativa Comunitaria Inc. Nuestra Casa			X		
Lucha Contra el SIDA, Manantiales de Vida			X		
Concilio de la Comunidad para Ayudar a Resolver los Problemas de la Vida, Inc.			X		
Iniciativa Comunitaria Proyecto Kamaria			X		
Centro Sor Isolina Ferré, Inc.			X		
A.S.E.E.R. de Puerto Rico, Inc.			X		
Hogar Compromiso de Vida			X		
Hogar El Buen Pastor			X		
Professional Psiquiatric Services			X		
Safe Harbor for Workers Corp.			X		
Hogar Intermedio para Mujeres			X		
Puerto Rico Addiction Medical Services-PRAMS			X		

The Housing and Urban Consolidated Plan for 2006-2011 divides the demand for beds between homeless single adults and persons in families with children, and the supply of beds among emergency shelters, transitional housing facilities, and permanent housing facilities for each of these populations. The estimations in table 1A: Homeless and Special Needs Population and the Continuum of Care: Homeless Population and Subpopulations Chart, included in the 2006-2011 Consolidated Plan used data available before the 2003 and 2005 homeless counts performed by the Commission for the Implementation of a Public Policy for the Homeless. The Municipality reviewed the information to update the inventory of beds and prepared the following gap estimations.

The following table summarizes the needs of these two groups as they relate to supply.

Table 1A: Homeless and Special Needs Populations

Continuum of Care: Homeless Population and Subpopulations Chart

Homeless Population	Article I.		Unsheltered	Total
	Emergency	Sheltered Transitional		
Homeless Individuals	248	165	131	544
Homeless Families with Childrens	35	24	19	78
Persons in Homeless Families with Children	-	-	-	-
Total (lines 1 + 2a)	283	189	150	622
Section 1.01 Homeless Subpopulation	Sheltered		Unsheltered	Total
Chronically Homeless			150	150
Seriously Mentally ill	58	39		
Chronic Substance Abuse	126	84		
Veterans	7	4		
Persons with HIV/AIDS	7	4		
Victims of Domestic Violence	20	13		
Youth	-	-		

Continuum of Care: Housing Gap Analysis Chart

		Current Inventory	Under Development	Unmet Need/Gap
Individuals				
Beds	Emergency Shelter	248	0	70
	Transitional Housing	153	0	46
	Permanent Supportive Housing	12	0	15
	Total	413	0	131
Article IV. Persons in Families with Children				
Beds	Emergency Shelter	35	0	6
	Transitional Housing	24	0	3
	Permanent Supportive Housing	0	0	10
	Total	59	0	19

Racial Ethnic considerations

Because of the homogeneous ethnicity of Puerto Ricans, racial data is not collected and thus has not been taken into consideration for the Continuum of Care strategy of the Municipality.

Priorities for Homeless Persons

General priority

To provide emergency shelter, transitional housing and supportive services to the homeless and homeless prevention programs to any family or individual that might be challenge to homelessness.

Basis for assigning the priority

In compliance with the policies of the US Department of Housing and Urban Development, the Municipality of Bayamón has defined the needs of the homeless population based on the model of Continuum of Care. This model is based on the perception that a homeless person can break the homelessness cycle if the housing services provided are accompanied with a battery of supportive services that could reinforce the skills earned by the homeless person. The supportive services recommended include mental health, job training, education, independent living, academic basic skills, substance abuse and family support. Under the Continuum of Care Model, a homeless person receives, counseling and supportive services to help him/her to move from the emergency shelter to transitional to permanent housing.

Obstacles to meet the underserved

The obstacles identified to meet the underserved are:

- Emergency Shelters - There is a service gap for emergency shelter for homeless individuals, but the highest priority was given to transitional housing because of the increasing rate of population categories.
- Transitional Housing - The analysis suggest a need for transitional housing for the severely mentally ill, chronic substance abuser and persons with HIV/AIDS.
- Supportive Services - All organizations are in complete agreement, that providing supportive services is the utmost issue. The services include detoxification, substance abuse treatment, mental health treatment, dental care, job placement, nutrition and economic assistance.

Priorities and specific objectives

In order to meet the general priority and remove the obstacles to the underserved the following objectives will be pursued:

Table 1C**Summary of Specific Homeless/Special Needs Objectives**

Obj #	Specific Objectives	Performance Measure	Expected Units	Actual Units
	Homeless Objectives			
HO1	Enhance the service delivery components of the established network of community based organizations by encouraging them to provide more effective counseling, efficient primary and preventive-care services and supportive services.	Number of Grants	10	2
HO2	To increase the emergency shelter facilities and transitional and permanent dwellings for the homeless population and HIV/AIDS persons.	Housing Units/Beds	20	535
HO3	Request additional funding to provide services for the homeless	Number of proposals prepared	5	1
HO4	Provide funding for the rehabilitation of housing units of low income families	Housing units rehabilitated	700	140

When analyzing the data from the 2005 Homeless Survey, one can conclude that the array of services provided to the Homeless population in Bayamón is one of the most complete of PR. This is shown in the Homeless Survey 2005 where it was found that Bayamón had 472 out of the 635 homeless persons living in a shelter (74% which is almost $\frac{3}{4}$ of the homeless population in Bayamón. Even though almost a quarter (24%) of the homeless population was counted and categorized in 2005 as chronic, this represents only the 3% of all chronic homeless in PR. The relative success achieved by the Municipality of Bayamón is attributable to a very effective strategy in the outreach and referral component of the Continuum of Care model.

The Municipality of Bayamón has elaborated a ten-year Plan to End Chronic Homelessness within the jurisdiction of Bayamón, which follows after president's Bush New Freedom Initiative, and the MOU signed this past 2003, by Mr. Hon. Ramón Luis Rivera, Jr, Mayor of Bayamón, and Mr. Bryan Noyse, Regional Director, HUD Region IV. The Plan seeks to compromise resources for optimal achievement in this area.

Based in the 10 Year Strategic Plan for Ending Chronic Homelessness, the principal weakness in the efforts to eliminate homelessness in Bayamón is the lack of coordination between the NGO's that work on the homeless populations and the technical and administrative difficulties they have to overcome in order to become more efficient. Therefore, the strategies delineated

in the plan are addressed to strengthen the NGO's and the relation of the municipal government with them. Important achievements have been possible due to the efforts of Nuevo Amanecer towards the establishment of a strong functional network with NGO's in the Bayamón area that are service providers to the homeless. One key initiative has been the organization of the Municipal Program Nuevo Amanecer that provides assistance, outreach and rehabilitation to homeless individuals. This Program has been the major contributor for outreach and referral services provided to homeless. For the 2007 Program Year \$115,300.70 have been allocated to this Program that will provide the leadership to promote resources engagement from the Bayamón Continuum of Care organizations towards the achievement of goals to be included in the Ten Year Plan to eliminate Chronic Homelessness in Bayamón

Critical components of the service provisions to the homeless and of the Continuum of Care Strategy include:

- Outreach, intake and assessment
- Emergency shelter
- Transitional housing
- Supportive services
- Permanent housing
- Permanent housing for people with disabilities
- Outreach, Intake and Assessment

The Municipal initiative under the name of "Programa Nuevo Amanecer" is the centralized point for intake, referral, assessment, and prevention and outreach activities.

Emergency Shelter

Access to the Continuum of Care System is key to its success. A coordinated outreach process was envisioned, and consequently developed providing an easy and standard procedure for homeless persons to access the system, and to ensure that the services they accessed were appropriate to their individual needs. The local outreach process is provided on the street in a daily, non-aggressive fashion, and as a result of service requests from homeless persons, social service agencies, religious organizations and law enforcement personnel.

Street and shelter outreach and assessment services are provided by several municipal agencies including the Municipal Nuevo Amanecer Project, the Housing Department and the Community Service Office. The purpose of street and shelter outreach is to identify and engage homeless persons in need of services including persons who are seriously mentally ill or have an active substance abuse addiction problem. Outreach is one of the most important components in the continuum of care strategy because through this process homeless persons, often those hardest to serve, are engaged and connected to the local Continuum of Care.

In Bayamón, outreach is provided by emergency shelters, mental health centers, crisis hot lines, soup kitchens and meal programs, organizations serving churches, community health nurses, community action agencies, municipal welfare offices, law enforcement officers, and the courts. Each of these agencies will refer individuals and families on to other service providers if they see that additional services are needed.

Transitional Housing

Several organizations provide transitional Housing to the Homeless Persons in Bayamon, among them, Hogar Crea, Albergue Nuevo Comienzo, Oasis de Amor, La Perla del Gran Precio. The goal of transitional housing is to provide appropriate supportive services to help people reach independent living. The length of stay is not to exceed 24 months. Those transitional housing facilities that offer services in the area are focused on increasing client responsibilities while maintaining supportive services. Clients enter into a Life Plan Agreement, which places an emphasis on education, employment, intensified skills building, parenting and alternatives to violence.

Supportive Services

Most of the non profit organizations participating in the continuum of care strategy provide supportive services. These services are essential in efforts to move homeless persons to self-sufficiency and permanent housing. A wide variety of services are needed on site and at community locations such as job training and placement, substance abuse treatment, short term mental health services, case management, legal services as well as living skills training, violence prevention and effective parenting.

Permanent Housing

Even if we were to develop world class emergency shelters, transitional housing programs and supportive services, we would be doing homeless persons a great disservice if we did not provide an adequate supply of safe, decent and affordable permanent housing in our community. It is of priority to develop permanent housing for the rehabilitated homeless using HOME, CDBG, ESG and other local resources. Following this objective, Bayamón, through the Supportive Housing Program Competition has presented together with the State Continuum of Care proposal a project to provide permanent housing.

STRATEGY TO PREVENT LOW-INCOME INDIVIDUALS AND FAMILIES WITH CHILDREN TO BECOME HOMELESS

The Community Services Office offers a prevention homeless program in coordination with the Office of the Mayor's Citizen Advocate. Any family that receives a notice of the suspension of their utilities or a notice to evict their home receives counseling and financial help to prevent the suspension of services or the loss of their dwelling unit, including money to make an emergency grocery shop. The Community Services Office provides transitional housing for the homeless acquired from the Federal Housing Administration Rent with Option to Purchase Program. Both offices coordinate several health services for the homeless population. To continue the prevention program the Community Service Office will receive in 2007 from HUD-ESG the amount of \$60,924.30.

STRATEGY TO ADDRESS THE SPECIAL NEEDS OF PERSONS THAT ARE NOT HOMELESS

In order to address the special needs of persons that are not homeless the Planning Office held two public hearings to learn about the community special needs. Among the interest of the attendees were: requirements of participation regarding affordable housing for low and very low-income persons; the mechanics of the consolidated planning process and how to submit projects proposals; about the provision of services such as support programs for the elderly, childcare and recreational services and neighborhood revitalization supporting public facilities improvements.

Housing program design, public service assistance and community development projects respond to the acknowledgment of stated community needs. Among initiatives being implemented are: a rental housing project for the elderly that will be developed through assistance provided to a not for profit organization (Egida Martí) for the development of 18 apartments in full compliance with ADA; shelter and services to abused children are being programmed through assistance to Hogar de Niños Andrés; supportive housing assistance to HIV/AIDS and population with substance abuse or homelessness problems is provided by La Perla del Gran Precio and Programa Nuevo Amanecer through referrals to Homes and rehabilitation programs).

The following table shows the activities to be undertaken by the Municipality to address the needs of the special populations:

Program	Description	Special Population Served	Source of Funds
Bayamon Health Center	Will provide emergency and primary medical care to low income citizens.	Elderly, Frail Elderly, Persons with Impediments, Public Housing Residents, HIV/AIDS and youth.	Local Funds
Eye Clinic	This ophthalmologic clinic will provide eye treatment at an accessible location.	Elderly, Frail Elderly, Persons with Impediments, Public Housing Residents and youth.	Local and Private Funds
Programa Salud a Tu Alcance	This clinic will provide free prevention services to treat diabetes, cancer, asthma, heart diseases, and other related conditions.	Elderly, Frail Elderly, Persons With Impediments and Public Housing Residents.	Local Funds
Centro de Epidemiologia	This clinic will provide health services to HIV/AIDS patients.	HIV/AIDS Population	Local and Federal Funds
Municipal Labor Department	The Municipal Labor Department will provide services for youth, adults, and laid-off workers.	Elderly, Persons With Impediments, Public Housing Residents and Youth.	Federal Funds

Program	Description	Special Population Served	Source of Funds
Municipal Education Department Transportation	Will provide transportation services to youth.	Youth, public housing residents, and persons with impediments	Local & Federal Funds
Pilar Barbosa Library	Will provide tutoring, extended hours, and internet access to elementary and intermediate students.	Youth and Public Housing residents.	
Programa Nacer	Provide supportive services and medical services to teenage pregnancy. The benefit to the program is having all the services under one roof instead of having to visit multiple sites. The program provides youth-friendly pre and postnatal care and education programs for youth and teens in a fun, casual environment	Public Housing Residents, teenage single mothers,	Local Funds
Head Start and Early Head Start Program	<p>Early Head Start – this program promotes healthy prenatal outcomes, promotes healthy family functioning, and strengthens the development of infants and toddlers beginning as young as newborn infants.</p> <p>Head Start- This program helps to create healthy development in low-income children.</p> <p>Programs offer a wide variety of services, that depend on a child's and each family's heritage and experience, to influence all aspects of a child's development and learning.</p>	Public Housing Residents and Youth	Federal Funds
Autism Program	This program provides educational and supportive services to families with children with autism.	Persons with impediments.	Local Funds

Program	Description	Special Population Served	Source of Funds
Responsible paternity program	The Responsible Paternity program was established to break the cycle of teen and unwed pregnancy. The program provides prevention and orientation about teen pregnancy to schools students. and to address issues of statutory rape and absent fathers. The Partnership seeks to inspire California's most precious natural resource--its people--to be the ones to make a difference. In this section you will find background on this innovative initiative, a timeline and highlights of the public awareness media campaign as well as a sampling of the advertising created.	Youth and Public housing residents.	Local Funds
Department of Sports and Recreation.	The department will provide sports and recreational activities in all communities of the City.	Youth, Elderly and Public Housing Residents.	Local and Federal (CDBG) Funds
Asamblea Familiar Virgilio Dávila	a community based organization providing an extended school program oriented to improve childrens schoolwork and avoid dropouts	Youth and Public Housing Residents.	Federal (CDBG) Funds
Convergencia Servicoop.	a community based organization providing services to persons with disability and the elderly	Persons with disability and Elderly.	Federal (CDBG) Funds
Institututo de Niños Andrés	a community based organization which provide services to abused children	Children between the ages of 5 to 13 years	Federal (CDBG) Funds

STRATEGY FOR AFFORDABLE HOUSING

Ever since the first participant was awarded a down payment grant in 1994, the HOME program is the main federal resource to provide affordable housing in Bayamón.

Affordable housing is defined in Title 24 of the Code of Federal Regulations Part 92 Section 254 as:

- any housing unit classified as single family (up to 1 to 4 units), condominium, cooperative, combination manufactured home and lot or manufactured home lot;
- modest housing which purchase price does not exceed the Single Family Mortgage Limits under Section 203 (b) of the National Housing Act;
- low income families principal residence;
- Which will maintain a period of affordability limited by the amount of subsidy granted.

Two elements are key to the affordable market in Bayamón. First, the FHA mortgage limit for Bayamón has reached \$247,000 for a single-family unit (2004) and Program allowable assistance is up to 95% of median income of the area (\$234,650). Nevertheless, the affordable housing market in Bayamón is around \$110,00 which is the maximum amount banks compromise in mortgage to families within the HOME Income limits (80% of the median income for the area being \$21,800 as per Census 2000 data for the jurisdiction of Bayamón). These parameters represent a gap in reference to the standards set by the HOME mortgage limits.

To enhance the policy on Homebuyer's Assistance, the applicant has to comply with the 60% or the 80% income limit by family composition. Secondly, the participant should provide evidence that he/she has the cash to put a 3% down payment on the purchase. Thirdly, a participant could disburse any equity beyond the 3% equity and the grant-ceiling amount, as to help reduce the mortgage loan to a lower monthly mortgage payment.

The Housing Department provides prospective homebuyers assistance to any applicant participating in the Section 8 Rental Assistance Program, public housing resident that could be paying in rent the equivalent of a monthly mortgage payment and private renter.

In order to guarantee an affordable housing stock, New Construction HOME Program, Homebuyers Assistance with HOME funds includes applicable provisions corresponding to a deed restriction and covenant, running with the land to be registered in home mortgages. The time limit for such lien will be determined by the amount of the subsidy granted by the Municipality (see table below). Recapture provisions to ensure affordability are included in Program Guidelines and are summarized next:

- Sales, within the period of affordability, at whatever price the market bears, require repayment of all or a portion of the HOME assistance received by the participant towards acquiring the home.
- Net proceeds of property sale will correspond to the difference between sale price and mortgage balance.
- The municipality will receive repayment of HOME subsidy as long as sales net proceeds that result of the transaction allow the participant to recover his investment in the following items: down payment, closing costs, and necessary investment in rehabilitation.
- After the participants investment has been discounted from net proceeds, the remaining portion of the net proceeds will be distributed among the participant and the municipality by half (50% each)

The promissory note will be entered as a silent second mortgage due on sale. The note will not diminish in value over the period of affordability. The period of affordability will extend to the terms set in the next Table.

AFFORDABILITY PERIOD

HOME Funds Provided	Affordability Period
Less than \$15,000	5 years
\$15,000 to \$40,000	10 years
More than \$40,000	15 years

ASSISTANCE TO SUBSEQUENT HOMEBUYERS

The purpose to establish the recapture provision is to increase the supply of affordable housing units over an extended period of time. However, if the property is sold during the period of affordability, the Municipality of Bayamón will assure continued affordability by creating another affordable housing unit. The Municipality of Bayamón will recapture the HOME assistance to the original buyer and invest it in another affordable unit for a prospective homebuyer.

Other Provisions:

In addition to the recapture provisions to be incorporated in the deed of sale and promissory note, other provisions will be established to guarantee that the units remain affordable for subsequent homebuyers. These provisions include the following considerations:

- A provision restricting refinancing and subsequent mortgages of the property, without the written consent of the Municipality. Refinancing will be limited to betterment without equity return.
- A requirement that the property will be used as the main residence of the homebuyer and his family and may not be leased or converted to other such use. The conversion as a business establishment will require the termination of the conveyance.
- Recaptured funds will be used by the municipality to assist other eligible families according to the HOME Program Regulations.

In the implementation of the Homeownership Program, the Department will comply and will require recipients to comply with the provisions of 24 CFR 92.217 Income targeting Homeownership and 92.254 Qualification as affordable housing: homeownership.

AFFORDABLE HOUSING THROUGH CHDOS AND PRIVATE DEVELOPERS

Housing assistance through CHDOS follows the same affordability criteria as for other HOME Programs being implemented by the Municipality.

BARRIERS TO AFFORDABLE HOUSING

The Consolidated Plan must explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by its policies, etc. In analyzing the barriers to affordable housing in Bayamón, it has become apparent that public policies (statutes, ordinances, regulations, administrative procedures and processes) have, in fact, been much more restrictive than was originally thought. The lack of housing dollars, whether they are grant or private funds, is currently the major barrier to producing affordable housing to meet the documented needs. Lack of household income for affordable housing has resulted in non-activity by developers unless federal funds, state monies, or incentives are offered.

The more prevalent barriers are those policies which are customary and/or implied rather than those which are the rigid on-the-books type.

On December 30, 1992 the Governor of Puerto Rico approved by Executive Order the Land Use and Zoning Plan of the Municipality of Bayamón. On July 28, 1999 the Governor, the

Mayor, the President of the Planning Board and the Administrator of the Permits and Regulation Administration signed an Agreement to grant the FIFTH HIERARCHY to the Municipality of Bayamón. This hierarchy allows the authority to consider in house the following transactions: the review and approval of subdivisions projects no larger of 50 units and individual projects with a gross construction area no larger than 8,000 square meters. Also it can consider petitions for land use amendments in lots no larger than 5,000 square meters. This authority vested in the Municipality simplifies the administrative procedures to approve affordable housing projects within the hierarchy vested.

The main barriers for affordable housing in the Municipality of Bayamón are the high costs for housing development and the large percent of households within the 80% of the median income range. In Bayamón, the costs of housing construction have increased dramatically and as a result; new private housing projects are not affordable for persons under this income group.

In order to work with this problem, the Municipality of Bayamón has created zoning districts like RU-5 and RUE to guarantee low land acquisition costs or the establishment of linkages for the provision of affordable housing. The RU-S district provides an incentive for housing developers to transfer cash or a parcel of land to the Municipality in exchange for zoning considerations. The land obtained by the Municipality is then used for development for affordable housing. The RUE district allows buying in convenient terms because of the urban characteristics of the land. This district was established for the renewal of poverty pockets in Bayamón, like the communities in "El Polvorín, El Volcán" and "La Caridad".

The Municipality of Bayamón fosters and promotes the construction of medium density walk – up projects for affordable housing, with the participation of the private sector. Walk-up apartments are the cornerstones of affordable housing developments. Land cost usually doubles the cost of construction and for most projects developers and contractors, walk-ups are an alternative for a more intense use of the land.

In addition to these land use incentives and in order to stimulate the private sector to invest in affordable housing in Bayamón, the Municipal Assembly approved Ordinance No. 32 Serie 1994-1995 that provides local tax exemption on such projects. A 100% tax exemption is provided once the Planning Director certifies to the Finance Director the affordability of the project.

To eliminate other types of barriers to affordable housing the Municipality of Bayamón has provided the following incentives: (1) mutual cooperation between the developer and the municipal government to provide grants for land acquisition for the development or rehabilitation of homeowner or rental housing, and (2) a fast track service for affordable housing projects within the jurisdiction of the Permits Office.

REDUCTION OF LEAD BASED PAINT HAZARDS

Title X of the 1992 Housing and Community Development Act established new requirements for Lead-Based Paint Hazard evaluation. 24 CFR Part 35, dated September 15, 1999, describes the requirements for notification, evaluation and reduction of lead-based paint hazards in federally owned residential property, and in housing receiving federal assistance. This new requirement has an effect on the four programs included in the Consolidated Plan,

specifically on assisted units built before 1978. The Regulations establishes specific requirements for rehabilitation activities, tenant-based rental assistance, new construction by owners, project-based rental assistance, acquisition of units, and public housing. To comply with the regulation the Municipality is performing the visual assessment and requiring the lead paint assessment when needed.

Lead testing financing will be shared by the U.S. Department of Housing and Urban Development, the Section 8 Program, the municipal CDBG, ESG and HOME programs, and by the Municipality of Bayamón's funds. Families of children at risk will be referred to a medical facility, where a medical history will be compiled and a physical examination will be performed. Children will be referred to the laboratory of the Rio Piedras Medical Center, where blood samples will be taken and conveyed to Stateside labs for analysis. Children and adults determined to be lead-poisoned will be treated through the Medical Center.

It is the goal of the municipality of Bayamón to continue to assess and abate lead-based paint hazards. These activities will be intensified in order to continue the reduction of risks associated with lead-based paint under current housing rehabilitation programs and other assisted housing programs.

In the next five years, the Municipality will undertake several activities to integrate lead hazard evaluation and reduction activities into its existing housing programs. The primary focus will be on units built prior to 1979. These activities include education, inspections, and abatement of lead-paint hazards.

Prior to issuing rental housing assistance for properties constructed on or before 1978, the Municipality will inspect the units for deteriorated paint. Special attention will be given to units that will house children less than six years of age.

The municipal personnel from the Community Development Office, the Planning Office and the Housing Department, participate in education and training sessions for CDBG inspectors, sub-recipients and project contractors. They are required to seek lead-base-free paint certifications.

The Municipality while implementing its housing programs tracks risk areas and all homeowner or landlord complaints regarding potential lead based paints hazards on properties. Regarding housing constructed before 1979, that could be selected by a prospective homebuyer, the owner must submit a certification of non-existence of lead hazard, signed by a certified professional, in order to participate of the HOME Programs administered by the municipality. Housing stock in Bayamón with potential lead paint hazard can be estimated around 34,834 (Consolidated Plan) homes. See Exhibit 8 for documents related to policy implementation in Bayamón

REDUCE THE NUMBER OF POVERTY LEVEL FAMILIES

The Municipality is committed to a holistic approach to reducing the number of impoverished households, and works closely with state, local and on-profit service providers, and adjacent local governments to provide opportunities for very low-income persons to obtain the education, skills, and motivation to achieve self-sufficiency.

Many low-income households in Bayamón are impoverished in the long-term. As has been demonstrated in this Plan, most impoverished households in the Municipality have housing problems. Solving these problems will improve physical living conditions for these households but will not change the households' income status. Effectively addressing the issue of poverty in Bayamón is a matter that transcends the scope of this Plan. Anti-poverty efforts require the coordinated action of all agencies cooperating on housing issues as well as agencies providing social services and agencies involved in economic development.

The anti-poverty strategy of the Municipality of Bayamón focus in the need to provide homeownership opportunities to bring up the self-esteem of the low-income person. The strategy contains elements to minimize the level of poverty providing technical education to the youth or displaced worker that looked forward to a better job and permanent housing bringing positive social consequences to the households of Bayamón, like emotional stability, personal independence and a better quality of life.

The Municipality of Bayamón is concerned about the number of households below the 80% of the medium income for the area. That is the reason that we are compromising public and private resources to leverage the investment to help low and very low income families to be self-sufficient.

The focus of said Anti-Poverty Strategy of the municipality of Bayamón, is to provide federal and state resources that will enable low-income people to evolve from poverty toward self-sufficiency. Within this primary focus, the following goals articulate the steps that will be taken to reduce the number of households below poverty level.

- Short and medium range goals- The municipal government, its divisions, offices, agencies, and instrumentalities will make every effort to:
 - create jobs and economic growth and break the dependency on welfare programs
 - design and offer additional affordable housing opportunities that serve as incentives toward achieving self-sufficiency
 - work closely with state agencies and local not-for-profit organizations to develop additional affordable rental housing and homeownership opportunities.
 - review and revise welfare policies that are disincentives to individuals who are committed to becoming self-sufficient.
 - offer exemplary health care
 - provide day care and transportation support to assist low-income families in becoming self-sufficient
 - expand and improve the educational system and services
 - establish an environment that will enhance and promote the empowerment of economically disadvantaged families and individuals
 - improve the quality of life of low-income and extremely low-income communities

- Long-range goals
 - use education as a tool for economic, social, and physical development

To reduce the number of families living under the poverty level, and to enhance the quality of life of the overall population, the Municipality of Bayamón will procure the implementation of its Land Management and Zoning Plan and its recommended development vision and capital investment program. Coordination efforts with Commonwealth Agencies and Private entities

will be continued to implement regional and local initiatives to increase job and training opportunities, and to strengthen urban infrastructure and other urban amenities.

The Municipality will also continue its effort to create jobs opportunities among low income persons through its Local Tax Exemption Initiatives, and will increase housing opportunities for such families and individuals trying get out of poverty condition.

In addition to these long-range initiatives, the Municipality will coordinate the provision of a variety of Social Services, such as Child Care and Head Start Programs, job training, housing programs (Section 8, ESG, HOME, CDBG), and new efforts such as Section 8 Welfare-to-Work Rental Vouchers Program and Section 8 Self Sufficiency Program.

The Municipality will also continue the coordination and provision of assistance to persons with special needs, through its Department of Family and Community Services and Office of Elderly Affairs, and to women victims of domestic violence through its Office of Women's Affairs, and coordination with Commonwealth agencies to implement Island-wide anti-poverty programs and initiatives.

The actions to reduce poverty during the 2006-2011 evolve around a continued strategy to provide, maintain and upgrade the housing stock and the creation of jobs for low and moderate –income persons. As it has strived to achieve throughout this Consolidated Plan, the Municipality will continue to provide affordable alternatives for adequate and safe housing, so that a substantial portion of participating family's income does not have to be used to cover its housing payment. On the other hand, the development of micro businesses, capital improvements and activities to boost the economy continue to be the catalysts for job creation. As anti-poverty strategies must include coordinated and effective efforts to ensure economic stability and satisfy basic needs, the range of activities funded for the program year is one that covers every angle of the issue. These include; economic assistance, utility assistance, housing rental assistance, orientation and counseling for homeless, youth, drug abusers and persons with physical disabilities. Some of the specific strategies planned for the year are:

- Continue provision of HOME Program economic assistance to low and moderate-income level families with down payment and closing expenses in the acquisition of a home, including homeownership under Section 8(y) of the Housing Choice Voucher Program.
- Continue the construction of new housing for persons of low and moderate income. Furthermore, this activity will continue generating employment opportunities pursuant to Section 3 of Title I of NAHA, as amended.
- Continue the provision of economic assistance to homeowners to rehabilitate or construct their housing units.
- Provide incentives to private investors for new construction in sectors with serious economic and social problems.
- Support the creation of non-profit organizations to encourage the participation of communities in the construction and rehabilitation of affordable housing by Community Housing Development Organizations (CHDOs).

- Promote the development of micro enterprises addressed to promote the economic development activities in sectors with economic disadvantage.
- Continue with the identification and support of neighborhood groups and non-profit organizations, which aim to create micro-businesses.
- The provision of education, health and recreational services to young persons and children, courses on arts and crafts, as well as tutoring, are offered after school hours through the Extended Hours program to students enrolled in the regular courses.
- Promote the development of the Urban Center and other dilapidated areas

With the purpose of achieving the proposed goals the Municipal Administration has assigned local and federal funds for different departments and municipal offices to provide a broad range of direct services to poor communities in Bayamón.

Among these departments and offices are the Department of Citizen's Affairs, the Head Start Program, Sports and Recreation, Department of Education, WIA Consortium, Section 8 Family Self Sufficiency Program and Municipal Police, among others.

Antipoverty strategies must include coordinated and effective efforts to ensure economic stability and satisfy basic needs. The range of activities funded for the next five years include economic assistance, utility and rent assistance, orientation, job training, counseling for very-low, low income persons/families, for the homeless, youth, drug abusers, elderly and person with disabilities.

As a matter of policy, Bayamón's Anti-Poverty Strategy authorizes that federal, state, and municipal funding is used to:

- provide a range of services and activities having measurable and potentially major impact on causes of poverty in the community, or in those areas of the community where poverty is a particularly acute problem (CDBG, ESG);
- Offer activities designed to assist low-income participants, including the elderly poor (CDBG, ESG);
 - secure and retain meaningful employment for its citizens (CDBG);
 - assist citizens in attaining an adequate education (CDBG);
 - assist citizens in obtaining and maintaining adequate housing and securing a suitable living environment (HOME, CDBG);
 - provide emergency assistance through loans or grants to meet immediate and urgent individual family needs, including the need for health services, nutritional food, housing or employment-related assistance (CDBG, ESG);
 - remove obstacles and solve problems which block the achievement of self-sufficiency (CDBG);
 - coordinate and establish linkages between governmental and other social service programs to assure the effective delivery of such services to low-income individuals (HOME, ESG, CDBG); and
 - encourage the use of entities in the private sector of the community in efforts to ameliorate poverty in the community (HOME, ESG, CDBG).

PUBLIC HOUSING

There are 21 public housing projects with 2,661 units in the Municipality of Bayamón. MJ Consulting, Inc is the contractor hired by the Public Housing Administration in 2002 to serve as the private administrator for 18 of these projects, administering 1,561 units. El Cortijo, Valencia and Campo Verde, begun their self-administration with their own Board of Directors on July 1st. 1995.

The transformation of the public housing system begun in 1992 when the Commonwealth of Puerto Rico signed a two phase agreement with HUD. The first phase provided for the privatization of the administration of the public housing projects and the second phase to municipalize the title of such projects. The second phase of the agreement has been in suspension since 1993. Act of Law granted title of the projects at the end of 1994 to the Public Housing Administration, created in 1991, as the successor of the former Housing and Urban Development Corporation (CRUV in Spanish).

The administrative responsibilities of the contractor include the maintenance and conservation of the public areas at the project, the collection of the contracted rent and counseling on empowerment to residents. The administrator is responsible of providing advisory and training to the residents in order for them to organize the Boards of Residents and in the near future be responsible of administering and operating their own housing facilities. State beaurocracy in too many times delays the services that residents in these projects need. The Municipality complements services offered by the contractor.

PUBLIC HOUSING IN BAYAMON

PROJECT NAME	UNITS	MANAGEMENT
Bella Vista Heights	100	G-Management
Brisas de Bayamón	300	G-Management
Campo Verde	75	Self administration
Caná	6	G-Management
Country Estates	1	G-Management
El Cortijo	35	Self administration
Jardines de Caparra	288	G-Management
José Celso Barbosa	230	G-Management
La Alegría Apartments	120	G-Management
La Alhambra	96	G-Management
Las Gardenias	164	G-Management
Los Dominicos	100	G-Management
Los Laureles	100	G-Management
Magnolia Gardens	104	G-Management
Miraflores II	4	G-Management
Miraflores III	6	G-Management
Rafael Torrech	200	G-Management
Santa Catalina	17	G-Management
Sierra Linda	200	G-Management
Valencia	35	Self administration
Virgilio Dávila	480	G-Management
Total units	2661	

Improvements to housing projects made by MJ Consulting, Inc in Bayamón have included the modernization, restoration, revitalization and rehabilitation of public

housing. They have complied in every project with the assessment of Section 504, facilities for handicapped. As part of the modernization performed in Bayamón we can mention the public housings of El Cortijo, Valencia, Jardines de Caparra and Magnolia. Also Las Gardenias, Virgilio Dávila and lately Sierra Linda and Brisas de Bayamón.

The Puerto Rico Public Housing Administration submits an annual proposal to the Comprehensive Grant Program to improve the physical, operating and administrative facilities for the public housing projects island wide and to assure the affordability of housing to very low income families. The 2007-2010 Comprehensive Grant Program includes for Bayamón projects that will be subject to intervention ranging from development to comprehensive modernization, as follows:

Project	Programmed Investment
Bella Vista	\$3,260,000
Rafael Torrech	\$3,542,230
Santa Catalina	\$6,000,000
La Alhambra	\$3,840,000

The Top Tag Program empowers the public housing residents to be able to establish a Board of Residents at their community. These boards will be in charge of the administration and operation needed to support the public housing project and will focus on other community strategies that shall be improved.

In Bayamón there are seven housing projects enrolled in the Top Tag Program establishing the same number of boards of residents. Magnolia Gardens, Campo Verde, Virgilio Dávila, Gardenias and Bella Vista, Rafael Torrech and Jardines de Caparra are the projects for which training has been in place.

Economic development is fostered through community work done by the Drug Elimination Program, the Community and Child Development Program, the Drug Abuse Prevention Program, the Department of Health and the Department of Sports and Recreation of the Municipality of Bayamón. These are examples of resources allocated to improve the quality of life in housing projects. Coordinated initiatives follow the integration of marginal communities with other societal components.

The Public Housing Administration encourages the resident organizations to learn how to manage and administer their own projects so later they may purchase their own homes. This conversion is possible under Section 5 (h) of the 1937 United States Housing Act (the US Housing Act of 1937).

PROGRAM SPECIFIC REQUIREMENTS

Program Income

The receipt and expenditure of the CDBG Program Income is recorded as part of the financial transaction of the grant program. It is used for eligible activities described in Section 105 of the Act.

The Municipality of Bayamón expects to receive Program Income regarding income generated from the activities at "Paseo Río Hondo", "Paseo Barbosa", "Teatro Oller", Planning Office Documentation. Program Income for the PY 2007-2008 is estimated not to exceed \$25,000.

Affirmative Marketing

The HOME Program requires all sub-recipients and grantees, to comply with the Fair Housing Act and related issues of affirmative marketing and equal opportunity.

A variety of actions are taken to meet these requirements, among them:

- Inclusion of provisions within each contract (service provider, sub-recipient, contractor, etc.) addressing the housing and equal opportunity responsibilities;
- Outreach efforts through meetings, and public hearings conducted or participated in by the Municipio de Bayamón program related agencies, designed to educate segments of the population which might otherwise be less informed regarding the availability of program funds and the requirements under the Fair Housing Act.
- Sub recipients will be oriented towards compliance on Fair Housing, Equal Opportunity and Affirmative Marketing. In some activities it will be required that an Affirmative Market Plan be submitted for the review and approval of the Municipality of Bayamón.
- Through monitoring activities (desk monitoring or site visits) affirmative marketing and fair housing compliance will be reviewed and recommendations will be made, as necessary.
- An equal opportunity logo will be placed in solicitations;
- Fair housing and equal opportunity divulgation material posted and available in areas where program deliveries take place;

The actions described are expected to provide for greater awareness and compliance with fair housing and related requirements. Experience has resulted in a more effective delivery of housing to a greater number of minority and lower income populations.

Minority Business (MBE) and Women Enterprise (WBE) Outreach

The municipality in order to include to the maximum extent possible, minority and women owned business in all contracting activities, implements an outreach program as follows:

- The Office of the Municipal Secretary maintains a list of qualified suppliers that includes minority and women owned business
- Local media is utilized to market and promote contract and business opportunities
- Records on the participation of MBEs and WBEs as contractors/subcontractors in all HUD-assisted program contracting activities, are maintained

STANDARDS AND PROCEDURES TO MONITOR COMPLIANCE

To assure compliance with national objectives, eligibility requirements and the citizen participation, the Municipality of Bayamón will develop monitoring activities related to Action

Plan execution, on its three main stages: planning, implementation and performance evaluation (performance reports).

Regarding Planning, the Bayamón community is empowered through citizen participation in order to ensure public trust and to adequately address the needs to low and moderate-income persons and of the population with special needs.

The Planning and Federal Administration Office personnel review Plan Implementation through continuous remote monitoring on activities developed with HUD assistance. On a day-to-day basis, the monitoring process includes contacts with sub recipients with an emphasis on assistance for compliance and avoidance of trouble. On site monitoring will be conducted according to a planned monitoring strategy defined after risk analysis of activities. Monitoring activities will be developed according to HUD guidance provided through the published "Monitoring Desk Guide: Policies and Procedures for Program Oversight".

To ensure compliance with program requirements, HOME Program subrecipients and beneficiaries will be examined regarding project and organizational performance through periodical project visits during project development and through the affordability period. As stated on the agreements with the contractors, reporting requirements must be met, unit inspections and HQS reviews will take place for at least 15 to 20 % of the assisted units in each project, and corresponding to results, recommendations will be made as necessary. Follow up on recommendations will set the base for decisions regarding the possibility of comprehensive monitoring reviews.

In addition, long term monitoring will be conducted by the Municipal Office of the Internal Auditor through internal audits of federal activities, by examining data and records produced by the Planning and Federal Administration Office, and the municipal agencies that carry out the projects in the Consolidated Plan.

Timeliness Compliance

In order to guarantee compliance with timeliness requirements, a continuous watch on the timeliness rate is implemented, as well as keeping close track on drawdowns and payments performed using as tools the reports form IDIS and the bank account reports. In addition, regular meetings take place with divisions in charge of program execution allowing for better understanding and coordination between offices, adequate record keeping, project documentation and development Other objectives achieved through these process are early fund reallocation and reduction of time lags between obligations and expenditures.

The following is a description of the responsibilities of each municipal component related to the implementation of projects assisted by HUD funds and compliance with regulations.

Municipal Agencies and Offices

The Planning and Federal Administration Office is responsible of the Action Plan planning process and its adequate implementation. The main goal is to guarantees compliance with the HUD's stated national objectives. Among its activities are:

- Perform adequate citizen participation activities according the adopted plan.
- Maintain and keep records and other documents regarding compliance with national objectives, citizen participation, activity eligibility and environmental assessment.

- Make amendments to the plan, as needed.
- Perform monitoring to agencies, sub-recipients and CHDOs, as per the executed contract with each organization,
- Process the fund obligation and all payments realized by the municipal agencies, regarding the Consolidated Plan.
- Process all data in the Integrated Disbursement and Information System for CDBG, HOME and ESG programs.

The Office of Territorial Plans and its Land Division, as ascribed to the Planning and Federal Administration Office, will perform activities related to the acquisition and relocation projects and land resource management.

Among municipal agencies that carry out activities of the Consolidated Plan and are responsible for project execution and record keeping are: the Department of Public Works, the Department of Sports and Recreation, the Housing Department, the Community Service Office, the Community Development Office and the designated CHDO.

The Department of Public Works and the Community Development Office will develop projects under the Public Infrastructure Program, among them, the construction of sports and recreational facilities; road paving, curb, and sidewalk construction and reconstruction. Both municipal agencies, will keep in file all procurement transactions regarding contract and purchase orders related to these activities. They will also certify project phase completion and recommend corresponding payments. The Planning and Federal Administration Office will process disbursement of grant funds.

The Department of Sports and Recreation will provide sports and recreation programs developed to benefit very low and low-income population. They will coordinate the activities that will help these communities develop skills to avoid anti-social behavior, learn to work in groups, learn sports and social communication skills. The Department will keep in file all records regarding such activities. The Planning and Federal Administration Office will process disbursement of grant funds.

The Department of Housing will implement the activities related to homeownership and the rehabilitation of housing, to very low-income families. Also the Department will provide counseling and assistance to families who are renters and wish to purchase their homes. The Department will keep in file all eligibility transaction related to these activities, in particular income eligibility, not to exceed 80% of the median income by family size for Bayamón. The Planning and Federal Administration Office will process disbursement of grant funds. In terms of compliance with housing requirements, for example, housing codes, recapture and affordability regulations, the Bayamón Department of Housing maintains an active record of each case during the affordability period and will perform sample inspections of the assisted units in order to identify irregularities and require corrective actions when necessary. Also, the municipality has in place a written policy for complaint revision and formal appeal regarding projects developed with HUD funds.

The Community Service Office and the Program Nuevo Amanecer will be responsible for the implementation of the homeless prevention activities. Also they will serve as liaisons with services offered by the "Albergue Nuevo Comienzo" managed by Teen Challenge of Puerto Rico. These offices will keep on file the records regarding eligibility of participants and activities related to the homeless prevention program. The Planning and Federal Administration Office will process disbursement of grant funds.

The Office of the Internal Auditor will assist monitoring procedures for all the above activities and transactions.

Grantee Performance Report

The Third Stage of the Monitoring process considers performance evidenced through data compilation presented through the Grantee Performance Report. The Report will be due ninety (90) days after termination of the grant on June 30, 2007 and will include output data from the Information Disbursement System (IDIS).

Use Of Consultants In CPD Activities

The Municipality will use consultants to assist in the undertaking of CPD (CDBG, HOME, ESG programs) activities. Among the activities that will be undertaken by the consultants are the following:

- Studies,
- Analysis,
- Data gathering,
- Preparation of plans,
- Identification of actions that will implement plans,
- Community and Economic Development action identified in local plans and consistent with the CPD programs,
- Eligible actions identified in the “Guide to National Objectives & Eligible Activities for Entitlement Communities”,
- Other eligible activities as defined by the director of the Housing and Community Development Department,
- Eligible activities identified in the CDBG, HOME and ESG regulations.

Consultants and contractors will be selected using a competitive process consistent with 24 CFR Part 85. The use of consultants will be governed by Employer-employee relationship or Independent contractor relationship as defined by 24 CFR 570.200(d).

Performance Measures

In September 2003, HUD issued CPD Notice 03-09 regarding performance measurement. In the notice, HUD strongly encouraged each CPD formula grantee, which includes Bayamón’s HOME, CDBG, and ESG programs, to develop and use a performance measurement system. In addition, it described the need for HUD to begin to show the results of the federal dollars spent on the activities funded by the CDBG, HOME, and ESG programs. On June 10, 2005 HUD published the Notice of Draft Outcome Performance Measurement System for Community Planning and Development Formula Grant Programs in the Federal Register. As described in the Federal Register, the proposed outcome performance measurement system should enable HUD to collect information on the outcomes of activities funded with CPD formula grant assistance and to aggregate that information at the national, state, and local level.

In preparation for the new system, Municipality of Bayamón staff has evaluated HUD’s web cast on the proposed performance measurement system.

The Municipality anticipates that each project or activity funded by the HOME, CDBG, and ESG programs will fall under one of the three objectives, which relate back to the statutory purposes of the programs:

- **Creating a Suitable Living Environment:** In general, this objective relates to activities that are designed to benefit communities, families or individuals by addressing issue in their living environment. It relates to activities that are intended to address a wide range of issues faced by LMI persons from physical problems with their environment, such as poor quality infrastructure, to social issues such as crime prevention, literacy, or elderly health services.
- **Providing Decent Housing:** The activities that typically would be found under this objective are designed to cover the wide range of housing possible under CDBG, HOME or ESG. This objective focuses on housing programs where the purpose of the program is to meet individual family or community needs and not programs where housing is an element of a larger effort, since they would be more appropriately reported under “Creating a Suitable Living Environment”.
- **Creating Economic Opportunities:** This objective applies to types of activities related to economic development, commercial revitalization, or job creation.

For each objective selected for a specific project, one of three outcome categories that best reflect what is expected to be achieved by funding that activity will be chosen. The three outcome categories are:

- **Improving Availability or Accessibility:** This out come category applies to activities that make services, infrastructure, public services, housing, or shelter available or accessible to low- and moderate-income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible (i.e., increased access to various services, housing units, or facilities) to low- and moderate-income people where they live. Note: Where a service or facility did not exist, the assistance provided results in “new” access to that service or facility. Where a service or facility was limited in size or capacity, and the assistance expanded the existing service or facility, the result would be improved access.
- **Improving Affordability:** This outcome category applies to activities that provide affordability in a variety of ways in the lives of low- and moderate-income people. It can include creating or maintaining affordable housing, basic infrastructure hookups, or services such as transportation or daycare.
- **Improving Sustainability:** This outcome applies to projects where the activity or activities are aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefit to persons of low- and moderate-income or by removing or eliminating slums or blighted areas, through multiple activities or services that sustain communities or neighborhoods.

In the context of HUD’s framework, sustainability is specifically tied to activities that are meant to ensure that a particular geographic area as a whole (neighborhood, downtown, etc) remains viable. It is targeted at supporting a specific physical location. Availability is related to making services, infrastructure, housing, or shelter available or accessible to individual residents/beneficiaries.

The three objectives are combined with the three outcome categories to come up with a matrix of nine outcome statements (see the Outcome Statement Matrix, following).

OUTCOME STATEMENT MATRIX									
	Outcome 1: Availability or Accessibility			Outcome 2: Affordability			Outcome 3: Sustainability		
Objective 1: Suitable Living Environment	Enhance Environment Improved	Suitable Living through Accessibility	Living through New	Enhance Environment Improved	Suitable Living through Affordability	Living through New	Enhance Environment Improved	Suitable Living through Sustainability	Living through New
Objective 2: Decent Housing	Create Decent Housing with Improved or New Availability			Create Decent Housing with Improved or New Affordability			Create Decent Housing With Improved or New Sustainability		
Objective 3: Economic Opportunities	Provide Economic Opportunity through Improved or New Accessibility			Provide Economic Opportunity through Improved or New Affordability			Provide Economic Opportunity through Improved or New Sustainability		

The Municipality prepared the following table that includes all of the CPD activities that will be undertaken during program year 2007-2008, the consolidated plan objective, IDIS performance measure objective, outcome and statement:

ACTIVITY	PROGRAM	CONSOLIDATED PLAN OBJECTIVE	EXPECTED ACCOMPLISHMENT	IDIS PERFORMANCE MEASURE OBJECTIVE	IDIS OUTCOME	IDIS OUTCOME STATEMENT
<i>Rehabilitation of housing units</i>	CDBG	H4	70	Decent Housing	Affordability	Affordability for the purpose of providing decent affordable housing
<i>Payment of Section 108 loan</i>	CDBG	-	-	-	-	-
<i>Administration</i>	CDBG	OCD5.1	-			
<i>Community Center Program</i>	CDBG	OCD3.3	3,000	Suitable Living Environment	Availability/Ace ssibility	Accessibility for the purpose of creating suitable living environments
<i>Sports and Recreational Program</i>	CDBG	OCD3.3 OCD 3.3	3,000	Suitable Living Environment	Availability/Ace ssibility	Accessibility for the purpose of creating suitable living environments
<i>Loan Reimbursement Program</i>	CDBG	OCD4.1	6	Creating Economic Opportunity	Sustainability: Promoting Livable or Viable Communities	Sustainability for the purpose of creating economic opportunity
<i>ESG Prevention Services</i>	ESG	HO1	30	Suitable Living Environment	Availability/Ace ssibility	Accessibility for the purpose of creating suitable living environments
<i>Nuevo Amanecer Program</i>	ESG	HO1	280	Suitable Living Environment	Availability/Ace ssibility	Accessibility for the purpose of creating suitable living environments
<i>Iglesia de Dios "Misson Board" El Nuevo Camino</i>	ESG	H01	240 individuals each month	Suitable Living Environment	Availability/Ace ssibility	Accessibility for the purpose of creating suitable living environments
<i>Delegation of funds to CHDO's</i>	HOME	H3	-	Decent Housing	Affordability	Affordability for the purpose of providing decent affordable housing
<i>First Homebuyer</i>	HOME	H5	20	Decent Housing	Affordability	Affordability for the purpose of providing decent affordable housing

HOME Program Other Forms of Investment

The following additional forms of investment can be used by the municipality as established in the HOME regulation: equity investment, Interest bearing loans, non-interest bearing loans or advances, interest subsidies deferred payments loans, grants and others.

TABLES 3C