# COMMUNITY DEVELOPMENT WEEK

**APRIL 8, 2021** 

**OLIVIA KALE** 

ENVIRONMENT AND DEVELOPMENT PLANNER



## NATIONAL COMMUNITY DEVELOPMENT WEEK

### April 5-9 is National Community Development Week

- The purpose is to recognize the importance of the Community Development Block Grant (CDBG) Program and the HOME Investment Partnerships (HOME) Program through the U.S. Department of Housing and Urban Development (HUD).
- These programs provide affordable housing, public services, infrastructure, and other valuable resources to our community.

Today we'll go over the Texas CDBG program, NCTCOG's Community Development programs, and other outside resources.

# TEXAS DEPARTMENT OF AGRICULTURE TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

- Texas Department of Agriculture (TDA) provides rural communities the tools needed to assist communities and their businesses in prospering.
- TDA administers the <u>Texas Community Development Block Grant Program</u> (TxCDBG) to assist small cities and rural communities by providing decent housing, suitable living environments, and expanded economic opportunities principally for persons of low- to moderate-income.
- TxCDBG funds community projects such as utility infrastructure, disaster response, and unique local economic development projects.

# TEXAS COMMUNITY DEVELOPMENT BLOCK GRANT (TXCDBG)

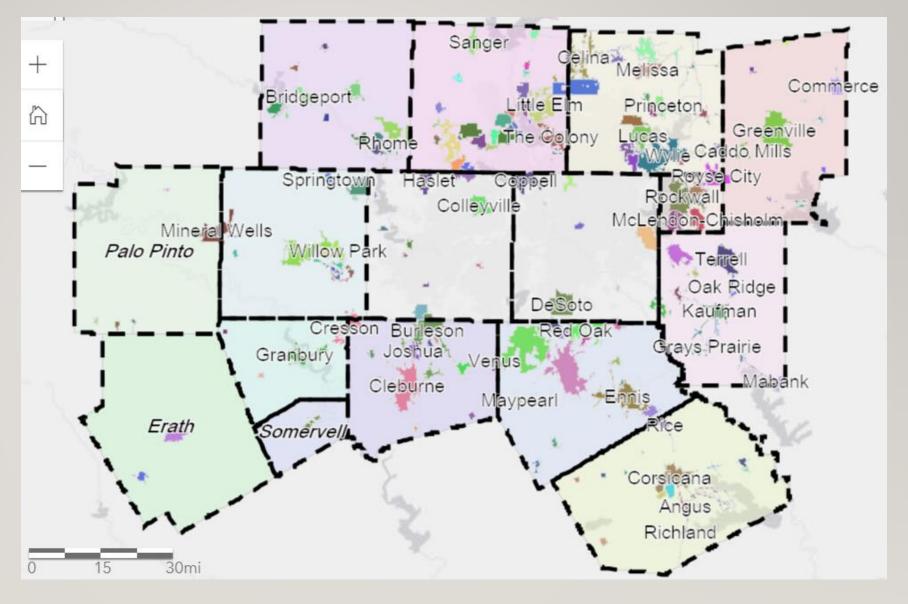
#### The primary objectives:

- Develop viable communities by providing decent housing and suitable living environments
- Expand economic opportunities principally for persons of low- to moderate-income

#### Eligible Applicants:

- Non-entitlement\* cities with a population under 50,000
- Non-entitlement\* counties with a non-metropolitan population under 200,000
  - \*Non-Entitlement means a community is not designated as eligible for the entitlement portion of the federal Community Development Block Grant Program (CDBG).

## Non-Entitlement Communities in North Central Texas



https://www.nctcog.org/envir/public-works/community-development







United Way of Tarrant County



**United Ways of Texas** 



## Agenda – Economic Development District Board 4/8/2021

- Who is ALICE?
- Highlights from the 2020 ALICE Report for Texas
- COVID-19
- Effects on Housing





## Who is ALICE?

- Asset Limited, Income Constrained, Employed
- Above Federal Poverty Level, below Household Survival Budget
- Low-wage jobs cashiers, health care workers, security guards, laborers, office administration
- No savings:
  - For emergencies
  - For investing in the future education, homeownership, retirement

Key Terms

Household Survival Budget: The bare-minimum costs of basic necessities (housing, child care, food, transportation, health care, and a smartphone plan).

ALICE Threshold: The average income needed to afford the Household Survival Budget. Households below the ALICE Threshold include both ALICE and poverty-level households.

ALICE: Households with income above the Federal Poverty Level but below the basic cost of living.

**Poverty**: Households earning below the Federal Poverty Level

**Total Households:** The number of households as reported by the American Community Survey.





## Overview

Over time, three trends are increasing:

Cost of living for ALICE households

ALICE Essentials Index 3.4% vs. CPI 1.8%

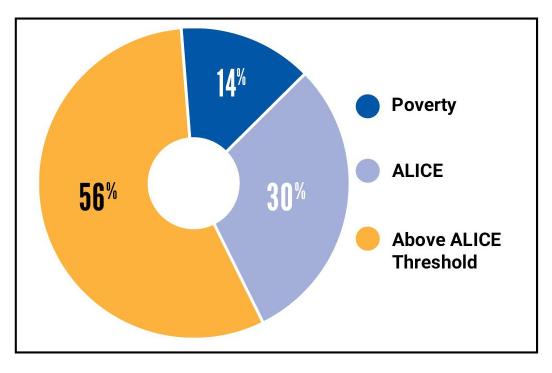
- Worker vulnerability while wages stagnate
- Number of ALICE households

Poverty remained flat at around 14%

ALICE in 2007: 21% of all households

ALICE in 2018: 30% of all households

#### Households by Income, Texas, 2018



Sources: ALICE Threshold, 2018; American Community Survey, 2018



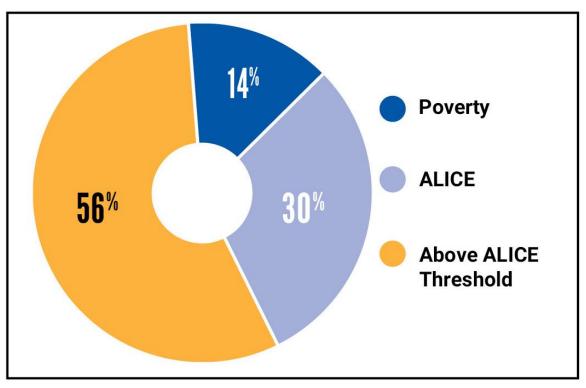


## COVID-19 Crisis

## 44% of households in TEXAS were already vulnerable

- 14% of households were in poverty
- 30% of households were ALICE
- The number of ALICE households will increase
  - Rising unemployment
  - Closed businesses
  - Halted production of goods/services
- Inequalities are exacerbated by the pandemic

#### Households by Income, Texas, 2018



Sources: ALICE Threshold, 2018; American Community Survey, 2018

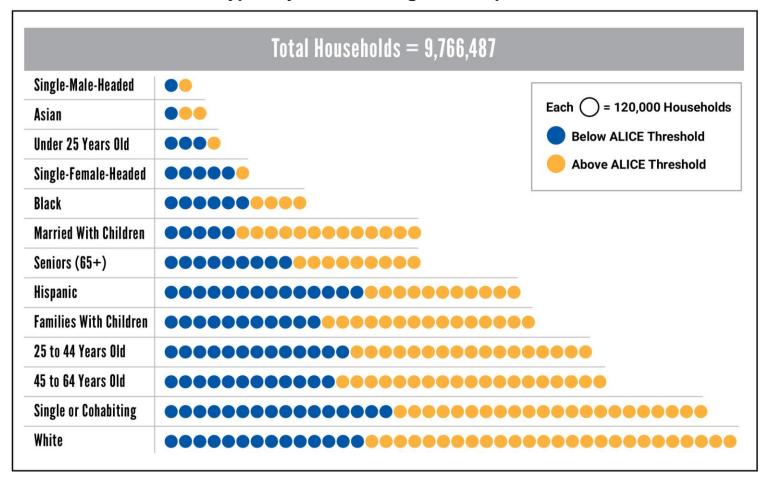




## **ALICE Demographics**

- Household Demographics
- Relative total size and number of households below the ALICE Threshold

#### Household Types by Income, Largest Groups, Texas, 2018



Sources: ALICE Threshold, 2018; American Community Survey, 2018





## ALICE Keeps the Economy Running

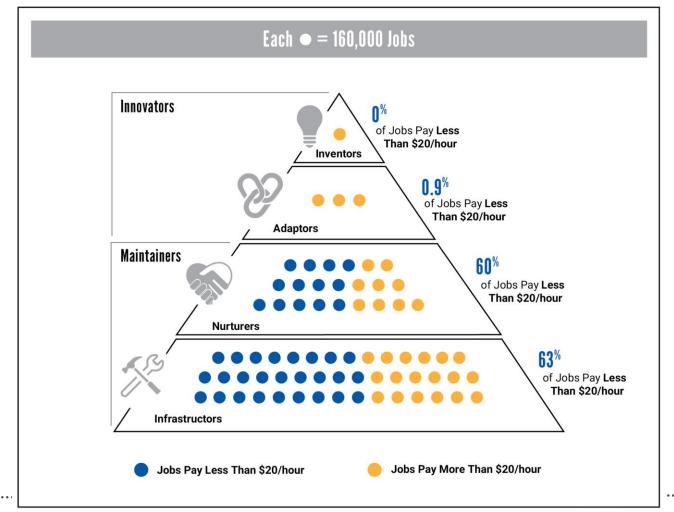
#### **Maintainers**

- Build and repair infrastructure
- Educate and care for workforce

## **COVID-19 Impact**

- Many Nurturer jobs critical now; workers vulnerable to illness
- Many Infrastructor jobs on hold, will take time to ramp back up

#### Occupations by Wage and Type, Texas, 2018







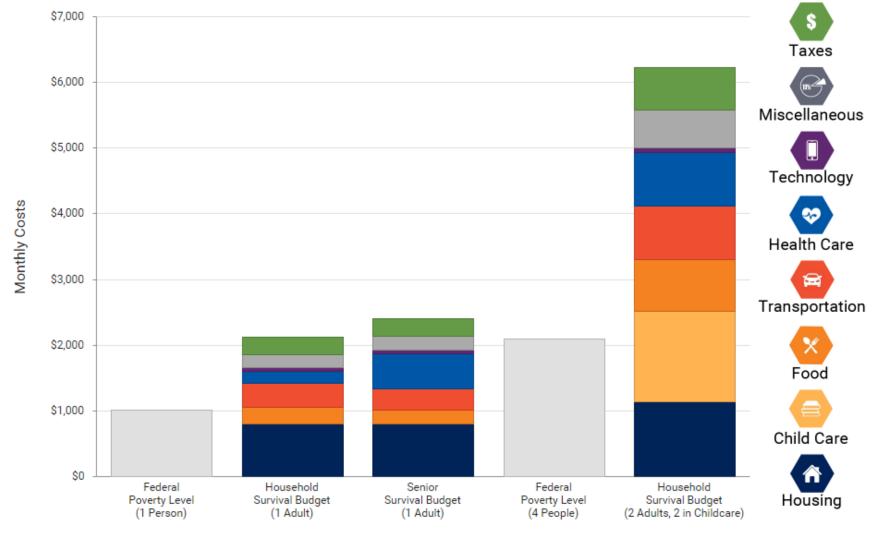
The household survival budget for a family of 4 in Tarrant County is \$6,225 each month.



#### ALICE Budgets Differ by Household Type and Location

The interactive map and figure below show how the ALICE budgets differ by household type and location, and how they compare to the Federal Poverty Level.

#### Budget Comparison, Tarrant County, Texas, 2018



■ Poverty Housing Child Care Food Transportation Health Care Technology Miscellaneous Taxes



......

Why Do So Many Households Struggle? The cost of household basics outpaces wages...

The Household Survival Budget reflects the bare minimum cost to live and work in the modern economy and includes housing, child care, food, transportation, health care, technology (a smartphone plan), and taxes. It does not include savings for emergencies or future goals like college or retirement. In 2018, household costs were well above the Federal Poverty Level of \$12,140 for a single adult and \$25,100 for a family of four.

	Single Adult	Two Adults	Two Adults Two School-Age Children	Two Adults Two in Child Care	Single Senior	Two Seniors
Housing	\$798	\$908	\$1,142	\$1,142	\$798	\$908
Child Care	\$0	\$0	\$482	\$1,373	\$0	\$0
Food	\$259	\$537	\$896	\$783	\$220	\$457
Transportation	\$358	\$530	\$826	\$826	\$312	\$438
Health Care	\$194	\$544	\$809	\$809	\$534	\$1,067
Technology	\$55	\$75	\$75	\$75	\$55	\$75
Miscellaneous	\$193	\$300	\$468	\$566	\$219	\$335
Taxes	\$268	\$407	\$450	\$651	\$268	\$407
Monthly Total	\$2,125	\$3,301	\$5,148	\$6,225	\$2,406	\$3,687
Annual Total	\$25,500	\$39,612	\$61,776	\$74,700	\$28,872	\$44,244
Hourly Wage	\$12.75	\$19.81	\$30.89	\$37.35	\$14.44	\$22.12

## TARRANT COUNTY ALICE DATA

- Population: 2,084,931
- Number of Households: 722,473
- Median Household Income: \$66,063 (Texas Average: \$60,629)
- Unemployment Rate: 4.7% (Texas Average: 4.9%)
- 25% of Tarrant County population lived in ALICE level.
  - Fort Worth 44%
  - Arlington 37%
  - Northeast Tarrant 27%
- ALICE Project Texas https://unitedforalice.org/county-profiles/texas





**ALICE Project - Texas** 

/\Lightarrow io/ac							
Zip Code	Total Households	% Below ALICE Threshold					
ZCTA5 76021	15,378	32%					
ZCTA5 76022	5,722	39%					
ZCTA5 76034	8,886	9%					
ZCTA5 76036	8,483	31%					
ZCTA5 76039	14,872	33%					
ZCTA5 76040	11,478	44%					
ZCTA5 76051	20,081	26%					
ZCTA5 76052	7,209	15%					
ZCTA5 76053	10,770	43%					
ZCTA5 76054	4,371	21%					
ZCTA5 76060	2,749	33%					

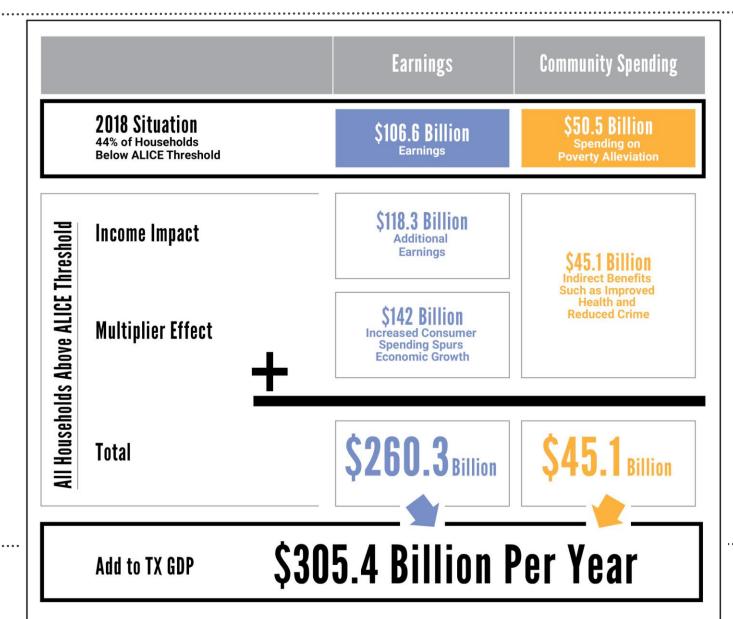
## **ALICE Measures Help Guide Policy**

- Household Survival Budget can be used as eligibility criterion for assistance
  - Essential budget items highlight areas of need
- Percent below ALICE Threshold by geography areas to target assistance
- Groups that are disproportionately ALICE are more vulnerable to COVID-19 impacts by age, race/ethnicity, household type
- ALICE families face additional expenses increased health care costs, quarantine costs, food





## The Benefits of Moving Towards Equity



Sources: ALICE Threshold, 2018; American Community Survey, 2018; McKeever, 2018; National Association of State Budget Officers, 2019; Office of Management and Budget, 2019; U.S. Department of Agriculture—SNAP, 2019; Urban Institute, 2012





## Real Estate Relevance

#### Where We Live Matters

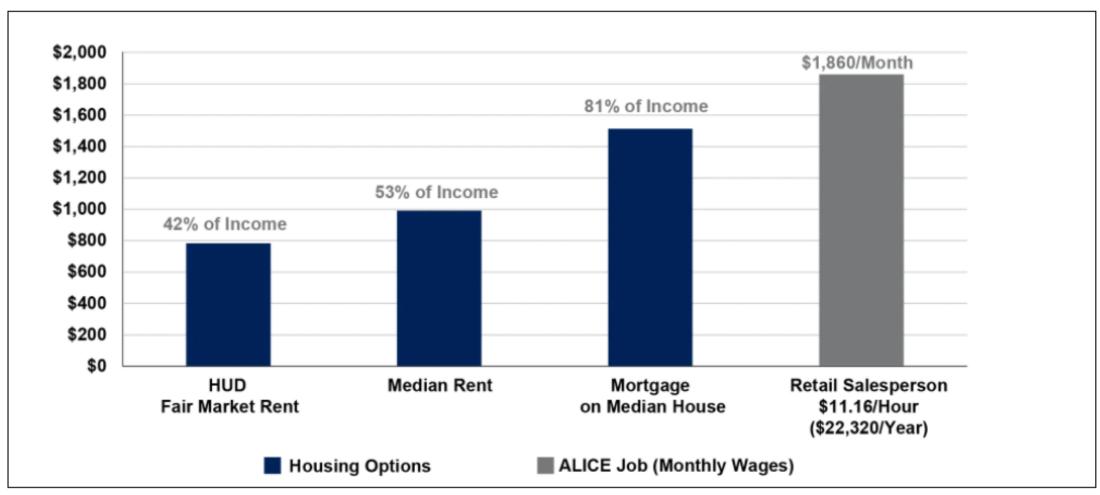
- Financial Stability
- Current and Future Health
- Life Expectancy
- Exposure to Violence
- Access to Resources
- Housing and Transportation Costs
- Educational Opportunities
- Future Economic Prosperity





## **Housing Costs**

### Monthly Housing Costs and ALICE Worker Wage, 2017



Sources: American Community Survey. (2017). 1-, 3-, and 5-year estimates; Bureau of Labor Statistics. (2017). Occupational employment statistics. U.S. Department of Labor; U.S. Department of Housing and Urban Development. (2017). Fair market rents

## Benefits of Sufficient Income

- Impact on individuals and the community
- Companion to Consequences of Insufficient Household Income Report (www.UnitedForALICE.org/Consequences)







Faye Beaulieu SVP, Community Investment Division United Way of Tarrant County

# UNITED FOR ALICE

www.unitedwaytarrant.org Faye.Beaulieu@unitedwaytarrant.org

www.UnitedForALICETX.org







## LISC

## **Our Model**

LISC is an investor, capacity builder, convener and innovator.





## Pool Public and Private Dollars

We raise funds from philanthropies, corporations and financial firms, federal, state and local governments and through the capital markets.

We also generate income from consulting, and lending services.



## Work With Local Partners

Through a network of local offices and community-based partners across the country, we provide grants, loans, equity and technical assistance.

We also lead advocacy efforts on local, regional and national policy.



**Support People** and Places

By investing in housing, businesses, jobs, schools, public spaces, safety, youth, health centers, grocery stores and more, we catalyze opportunities in communities nationwide.

## **Rural Definition**

Where we work makes us unique.

Primarily communities with a population size at or below 50,000

Distance from a metro area and limited range of economic activities.

Under-invested communities with limited overall local resources and federal funding.



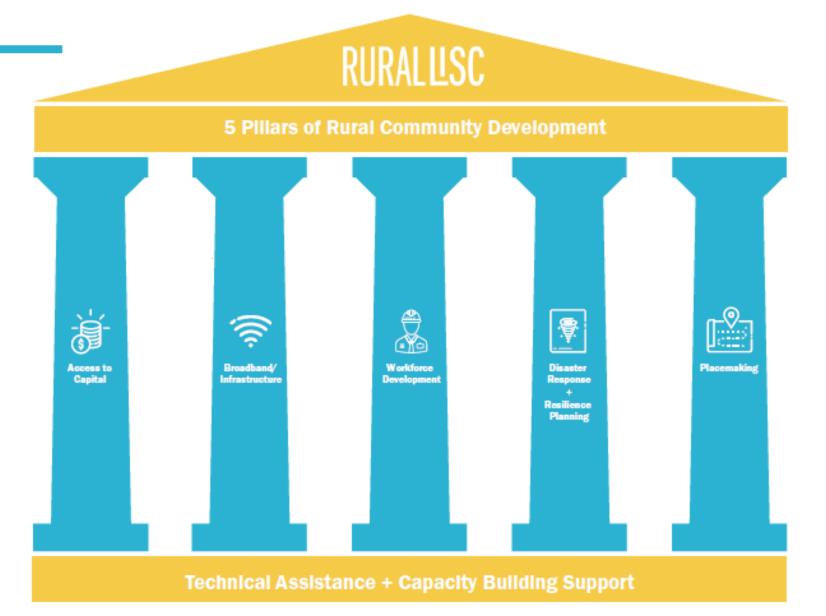
## The LISC Rural Promise

In 2020 our OneLISC organization launched the LISC Rural Promise, a call to elevate impact in rural America by 20 percent over the next three years.

We believe this kind of equity is an imperative for our country to thrive.



## **Rural LISC's Pillars**



## How Our Workforce Programs Work Together

Our programs can work together or separate. Depending on the existing workforce development programs in a community, Rural Works, Bridges to Career Opportunities, and Financial Opportunity Centers can help fill any gap that exists.

Here's how they can work together if all three are offered through one of our local CBOs:

**Nursing Career Pathway** 

**Manufacturing Career Pathway** 

**Construction Career Pathway** 



Client



Opportunity Center (FOC)



Bridges to Career Opportunities (Bridges)



**Rural Works** 

Quality Job Placement & Retention



- Identifies employer needs to support employee's path to employment
- Supports the development of Career Pathways for clients
- Equips communities with tools to support employers, training partners, and workforce

- Underemployed
- Low-skill
- Extensive barriers
- Motivated
- Determined
- 1:1 Financial & Employment Coach
- Addresses barriers
- Provides
   contextualized
   math and literacy
   training specific
   to interested
   career pathway
- Provides softskills training
- Ensures Occupational Training programs are directly aligned with what local employers need/want
- Ensures there are jobs available for trainees after graduation

- Long-term Support
- 1:1 Financial & Employment Coaching
- Support of career pathways

Contact

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LISC Vice President/Rural LISC Director

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E ccain@lisc.org

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Rural LISC Program Officer

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lisc.org/rural

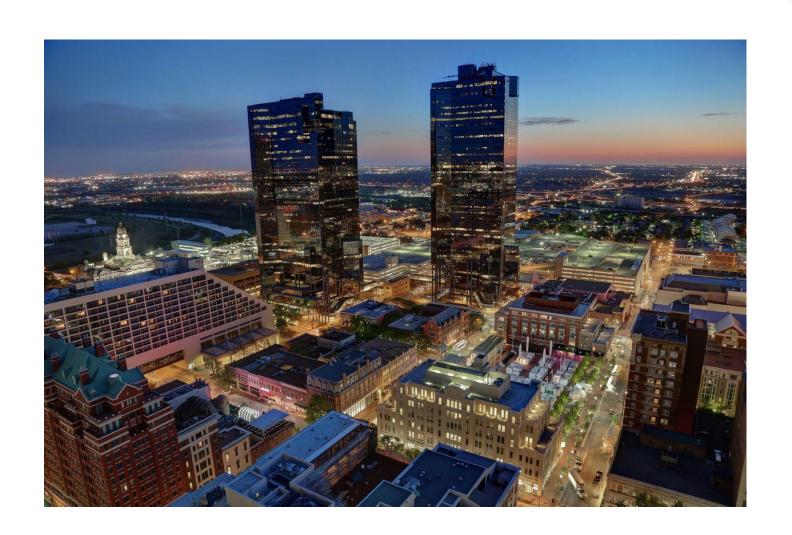




2021

Community Development Week





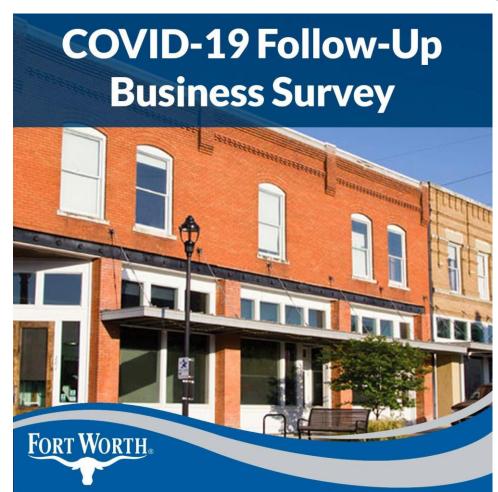


## Business Survey



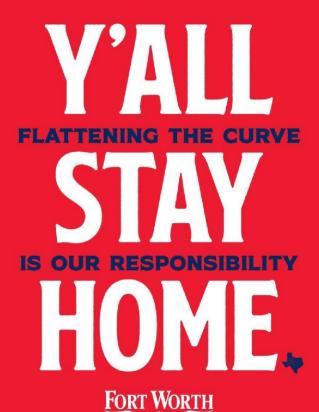


Launched: March 17, 2020 March 26, 2020: 1,189 responses





## Messaging & Communication





STAY AT HOME- WORK SAFE DECLARATION MARCH 24- APRIL 3, 2020

#### **ESSENTIAL** BUSINESSES

- Health Care Services
- Essential Government Functions
- . Essential Critical Infrastructure as defined by the Department of Homeland Security\*
- Essential Retail including Grocery Stores and Restaurants for take-out only
- Providers of Basic Necessities to Economically Disadvantaged Populations
- . Essential Services to Maintain Operations of Residences such as plumbing, roofing, and electrical services
- News Media
- Financial Institutions
- . Childcare Services for essential workers only
- . Places that Maintain Live Animals (closedto
- Construction
- Funeral Services limited to ten attendees
- . Worship Services (closed to the public)
- Commercial and Residential Moving Services
- \*https://www.cisa.gov/publication/guidance-

#### NON-ESSENTIAL BUSINESSES

Below is a list or examples of non-essential businesses

Barber Shops, Nail Salons, and Hair Salons Spas, Massage Parlors, Tanning Salons,

Estheticians and Related Personal Care Businesses

Bars, Lounges or Taverns

Commercial Amusement and Entertainment

Establishments, Theaters

Gyms, Fitness Classes, Yoga and Personal Training Facilities

Tattoo and Piercing Parlors

Residential Meeting Spaces and Event Centers

Hotel Meeting Spaces and Ballrooms

Outdoor Plazas and Markets

Note: These are just examples. All businesses Ih al are not considered "Essential Businesses" are closed to the public but may perform limited functions specifically allowed in the City's declaration



#### **HELP STOP THE SPREAD OF COVID-19**

#### DO NOT DO THIS **INSTEAD, DO THIS** Treat this as an extended Spring Break vacation Treat this as the public health crisis that it is, and act accordingly Gather in social groups for any reason. Only gather with members of your household. Use public park spaces as an outlet for mental and physical health, Use public park spaces as a gathering place. practicing social distancing from those around you at all times. Invite over a group of friends to catch up. Plan a video or phone conferencehangout to catch up with your friends virtually. Attend a gathering of your neighbors. Check in on your on neighbors by calling or messaging them online. Gather together with a group of any size Go to the park with members of your family unit only, while to go to the park together. practicing social distancing from others. Send one member (if possible) of your household to the grocery store Visit the grocery store every day. to pick up essentials once a week. Gather with a group outside of your Support local businesses by ordering take-out or delivery from restaurant household for dinner. to enjoy at home with your household.

Do not gather in groups of any size. Stay home as much as possible.

#### DAILY SOCIAL MEDIA UPD ATES WITH FORT WORTH

Join the City of Fort Worth every day at 6pm

- · Facebook:
- · Fort Worth City Hall (City of Fort Worth)
- Betsv Price
- · Fort Worth Fire Department
- · Fort Worth Polic e Department

Hear updates on COVID-19 o pera ti ons

· The Mayor, the City's Public Health Director, Fire Chief or the Police Chi ef will be answering questions and providing daily updates





IN EFFECT ON JULY 3, 2020

#### Governor Abbott Executive Order GA-29 "Use of Face Covering" FAQ

#### What Does the Executive Order State?

That beginning July 3, 2020 (12:01PM) every person in Texas shall weara face covering over the nose and mouth when inside a public building/space or when in an outdoor public space where maintaining six feet of social distancing from another person (not from the same household) is not feasible. This means that you need to wear a mask both Indoors and outdoors if you're not six feet from another

#### When is it Okay to Not Wear a Mask?

- Ifyouareyoungerthan 10yearsofage
- · If you have a medical condition or disability that prevents you from wearing a face covering
- · If you're consuming food or drink; you're exerc;s1ng outdoors; you're in a swimming pool (lake or similar body of water); you're voting (but it's strongly encouraged); you're obtaining a service that requires temporary access to your face such as visiting a bank or a security screening; you're giving a speech to an audience; you're actively providing or obtaining access to religious worship (but it's strongly recommended,

#### What's the Penalty or Fine for Not Wearing a Mask?

There will be a verbal or written warning for a first time violation of the face-covering requirement. A second violation is a fine that will not exceed \$250. Any violation after that will be \$250 for each violation. There is no errest or )°all-time penalty for violation of the facecovering requirement.

#### Are Gatherin gs of 10 or More People Allowed?

The Governoralso signed a Proclamation on July 2, 2020 prohibiting people from gather, ng in groups of more than 10 people. The groups of 10 people must ma;nrain social distancing practices as well

#### Howlong is this In Effect?

There is no end date on either the Face Covering Requiremeff (GA-29) or the Jimited gathering size. It will be defermined by the Governor when these restrictions and requiremeflls will be lifted in response to the COVID-19 pandemic.

## Y'ALL STAY HOME.

FLATTENING THE CURVE IS OUR RESPONSIBILITY

#### **BUSINESS COVID-19 FAQS & RESOURCES**



FORT WORTH













S C O Fort Worth

Are IOU al, usiness looking for resources & information al, out COVID-19? FortWorthTexas.gov/COVID-19/Business-Resources

Not .sure i/your business is esse.ntial us non-ess ential? FortWorthTexas.gov/ CO VID-19/ Busi ness -Resources

Are MOU looking for a new jol,? Workforce Solutions 'Jol,s Now page WorklorceSol utions.net /#iobs now

Do!IOU need help filing for unemplo!Iment? Texas Workforce Commission TWC.Texas.gov / News / CO VID-19 - Reso urces - Job - Seeke rs

Are !!OU*looking* /or help with Care'.. Act & Small Business Assistance loans?
TarrantSBDC.org
FortWo rth .Score .org

Want to support your local restaurants & creatiues? FortWo rt h.com

Want to sta! I up to date on euent updates and postponements? FortWorth.com

If you're an entrepreneur or small business and need laelp with w#ta t'snert?

Sparkyard.co

Need tools and resources for *HR?*FortWorthTexas.gov/ COVI D-19/ Business-Resources
FortWorthChamber.com

Recur.sos comerciales en apanol?La Camara Je Comerica Hispana Je Fort *Worth* FWHCC.o,g

Fort Worth Metropolitan Black Chaml, er of Commerce Business Resources FWMBCC.org

# SUPPORT THE FORT

TAKE-OUT & PICK-UP
RESTAURANTS AND RETAIL

FORT WORTH

Fort Worth CHAMBER

#ShopFortWorth





## PAYROLL PROTECTION PROGRAM



APPLICATION
DEADLINE
June 30

The Small Business Paycheck Pro tect ton Program (PPP), a provision of the CARES Act, provides small businesses with enough funds to pay up to eight weeks of payroll costs, including benefits. These funds come in the form of loans that may be fully forgiven when used for payroll costs, interest on mort gages, rent, and utilities.









To apply contact your financial institution or find your nearest PPP lender by visiting SBA.gov/ local-ass ist ance . You can also visit the Tarrant Small Business Development Center at TarrantS BDC.org . If your business has been affected by the COVID-tg outbreak, visit FortWorthTexas.gov/COY ID-19/Busine ss-Resources for additional resources.

#### LOAN FORGIVENESS:

PPP borrowers are eligble for loan forgiveness for the following expenses:

#### ELIGIBLE PARTICIPANTS

Small Businesses (500 employees or less)
Sole Proprietors

Independent Contractors

Self-Em ployed Individuals Nonprofit O rganizations

Veterans Organizations

Tribal Business Concerns

#### LOAN TERM S

2 years max imum loan term

1% maximum interest rate





Payroll costs

Group healthcare benefits during the covered period, including paid sick, med ical, or family leave, and insurance premiums

Employee salaries, commissions, or similar compen sations

Payments of mortgage interest (excluding principal)

Rent

Utilities

Interest on any oth er debt obligations that were incurred during the covered period





#### **FORTWORTH**

Dec 21 2020

Dear Restaurant/Bar Owners and Operators:

During the holidays, we strongly urge bars/restaurants to comply with Governor Abbott's Executive Order GA-32. While MOST establishments are in compliance or operating near compliance, there are still too many establishments operating in violation of the Governor's Order. Unfortunately, some establishmentsare making NO attempt to comply.

Bars that have more than 51% oftheirgross sales in alcoholic beverages and do not possess a food and beverage licensefromTABC are prohibited from offeringon-premisesservices; however, drive-thru, pickup and delivery options for food and drink remains allowed to the extent permitted byTABC.

To assist with compliance, we have highlighted some best practices below for the businesses that may remain open (below 51% alcohol sales):

- Encourage individuals in lines to wear masks while waiting on sidewalks. You are responsiblefor ensuring masks are worn and social distancing is maintained on private property. You will setthe expectations early.
- Establishments that greet customers at the door, require mask wearing for entrance, explain mask wearing requirements (must wear while not seated) and that consistently enforce mask wearing inside the establishment, have fewer violations overall.
- Patrons at bar/restaurants may eat or drink only while seated. Patrons can not drink or eat
  while standing, walking or dancing. Masks must be worn while not seated.
- · Social distancing protocols followed at all times.
- · Group size is limited to 10 individuals including at tables.
- Table service is provided, which results in greater compliance. When establishments offer
  walk-up bar service, it results in major repeat violations almost 100% of the time. This
  includes congregating around the bar, not wearing a mask, standing in groups drinking or
  more people drinkingthan there are tables and chairs available.

Additional recommendations can be found at <a href="https://www.open\_texas.gov">www.open\_texas.gov</a>. Please work with your staff and patrons to adhere to the Executive Order. Please call us at 817-392-7255 if you have questions.

With best wishes foryour health and safety,

Wyndie Turpen Code Compliance Superintendent

#### CODE COMPLIANCE DEPARTMENT

Consumer Health Di\isiai ...

The City ofFort Worth 818 Missouri Avenue, Room 150 Fort Worth, Texas 76104

# Y'ALL WEAR A MASK.



HELP DO YOUR PART.

**FORT WORTH** 

WE'RE COMMITTED

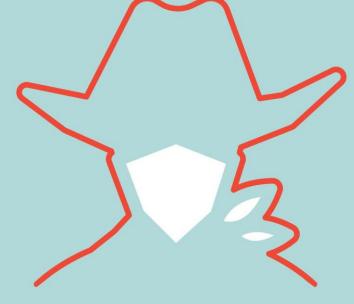


FORTWORTH.COM/REOPEN





















https://www.fortworth.com/staystrong/



# PPE Distribution





# 503,000

FACE MASKS DISTRIBUTED,
INCLUDING 486,000
DISPOSABLE FACE MASKS,
12,000 KN95 MASKS AND 5,000
REUSABLE FACE MASKS.

**\$250,000** IN SMALL BUSINESS GRANTS. **60,000** DISPOSABLE

GLOVES. 812 GALLONS OF

SANITIZER. 200 CONTACTLESS

THERMOMETERS.
APPROXIMATELY 2,500

BUSINESSES IMPACTED.



# Funding



**FORTWORTH** 

FortWorth HAMBER



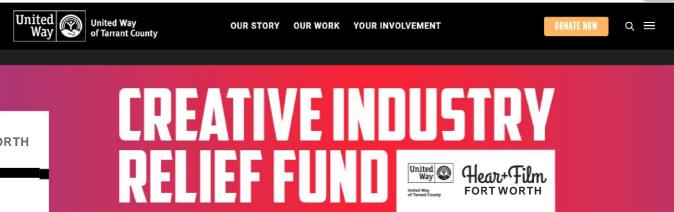






PROVIDING PPE TO LOCAL BUSINESSES







# Reimagine Tarrant County Rebuilding a Stronger Community

The COVI 0-19pandemic had a devasling impact on our community, we are committed 10 supporting Tarranl County Ihrough long-lerm recovery efforts.

Please lake a moment to reimagine a healthier and more vibrant Tarrant County, then join us in rebuilding a stronger community.

Donate now to our new Rebuild Tarrant Coun1y Fund.



United Way of Tarrant County

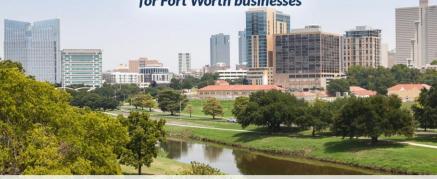






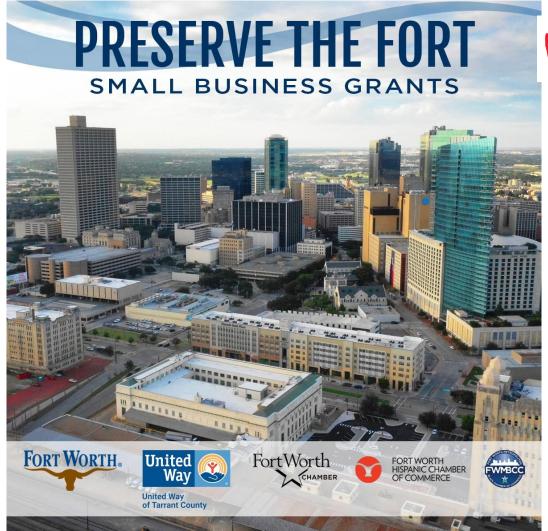
# **Business Resiliency Microloan Program**

for Fort Worth businesses



- Established physical address in Fort Worth.
- ✓ Current with city and county property taxes.

  Apply online: peoplefund.org/get-a-loan









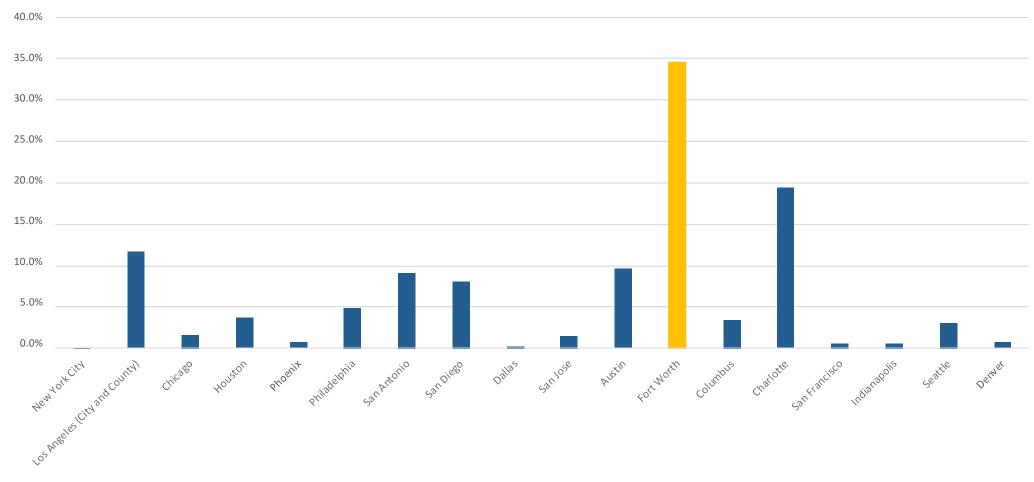




Grant Category	Grants Approved	Amount
City-Wide Small Business	481	\$19,254,891
Target Area Small Business	364	\$17,011,387
Business Equity Small Business	756	\$17,494,264
Performing Arts Non-Profits	12	\$988,678
Non-Profits Reimbursement	27	\$227,439
TOTAL	1,640	\$54,976,659



# Percent of CARES Act Funds Spent on Small Businesses in 20 Largest Cities



<sup>\*</sup>As of December 2020

<sup>\*\*</sup>Data for Jacksonville, FL not available Source: City of Fort Worth Economic Development Department; from published data

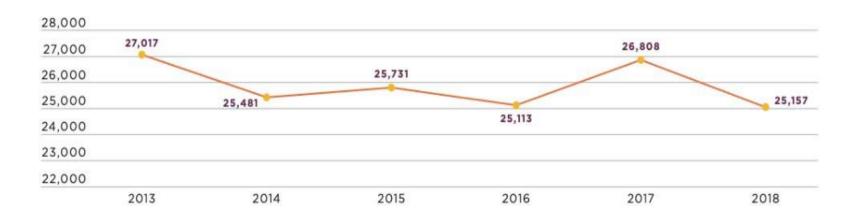


# Why are small business important?

#### JOB CREATION

Job creation from new firms in Tarrant County has remained fairly constant from 2013 to 2018. In 2018, firms 0-1 years old created 25,157 jobs. Total employment in Tarrant County in 2018 was 850,252; jobs created by new firms accounted for 3% of total employment.

#### NEW FIRMS IN TARRANT COUNTY CREATE 25,000+ JOBS PER YEAR







# Thank You

Brenda Hicks-Sorensen, CEcD
Assistant Director
City of Fort Worth Economic Development

Brenda.Hicks-Sorensen@fortworthtexas.gov

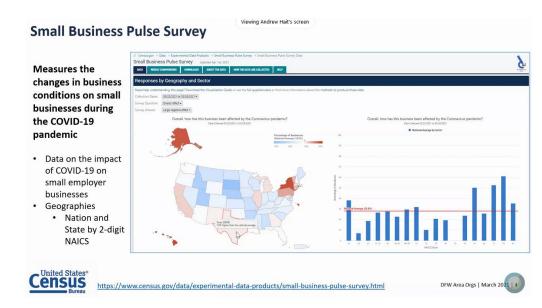
Direct: 817-392-2606



# US Census Bureau COVID-19 HUB and Community Resilience Estimates

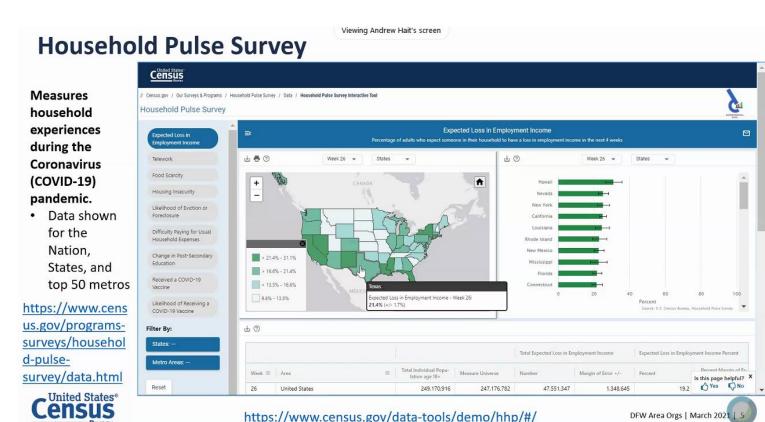
4.8.21

- Small Business Pulse Survey
  - Food sector had largest impact (NAICS 72)
  - NAICS 55 had no impact= management of companies and HQ
  - Not as bad as NY, AK, HI



# Household Pulse Survey

- Weekly survey how people and households impacted by pandemic
- Response changed over time, some questions not asked that were at beginning, some questions now asked that weren't like vaccine



 If familiar of disaster preparedness and Emergency response, then familiar with vulnerability measures

Viewing Gabriel Amaro's sc...

## What is Resilience?

- Community resilience is a measure of the capacity of individuals a households within a community to absorb, endure and recover from the external stresses of the impacts of a disaster.
- Research shows that resilience can be predicted by individual and household characteristics.



All estimates are approved for release by the Census Bureau's Disclosure Review Board (CBDRB-FY20-305). https://www.census.gov/data/experimental-data-products/community-resilience-estimates.html

- New factors based on research March/April/May of COVID
- Risk factors cumulative at individual level

Viewing Gabriel Amaro's sc...

## Why should Census measure resilience?

- Measures of social and economic vulnerability in the United States derive from publicly available Decennial Census and / or ACS data.
  - Current measures available are deficient in granularity and accuracy.

Viewing Gabriel Amaro's sc...

## **Individual Risk Flags**

#### ACS Risk Flags:

- · Aged 65 and above.
- In households with an Income-to-Poverty Ratio less than 130.
- · Living in single, or zero, caregiver households.
- Living in households with a communication barrier (education and language).
- Who live in a household with no employed persons.
- With either physical or mental disability or serious constraint to significant life activity.
- Living in a household with more than 0.75 persons per room.
  - Or who live in a tract where more than 75% of the population reside in a block denser than 4,000 people per square mile.

#### **NHIS Risk Flags:**

- · Respiratory Disease
- Heart Disease
- Diabetes







Viewing Gabriel Amaro's sc...

# **Community Resilience Estimates**

- The result is an estimate of the number of individuals by the number of risk factors they are living with, categorized into three groups:
  - Zero flagged risk factors
  - One to two flagged risk factors
  - Three or more risk factors.
    - The most vulnerable of the vulnerable.



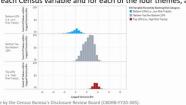


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# How about the Social Vulnerability Index (SVI)?

- SVI indicates the relative vulnerability of every U.S. Census tract.
  - SVI ranks the tracts on 15 social factors...and groups them into four related themes.

NBG News 2.22.21
Biden upends Trump's calculation of who
gets federal vaccination help
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estimates are approved for release by the Census Bureau's Disclosure Review Board (CBDRB-FY20-30 https://www.census.gov/data/experimental-data-products/community-resilience-estimates.html Viewing Gabriel Amaro's

#### Recommendations

- · CRE is best suited for
  - Accurately identifying the most at-risk population for equitable distribution of the COVID-19 vaccine and federal funding.
    - Cumulative risk factor estimates are unlike any other data available to the public.
    - Methods used in the development of the CRE have proven to be best suited for distribution of federal funding (e.g. SAIPE & SAHIE)
- Accurately identifying small and hard-to-reach populations.
- May be used in conjunction with other data overlayed
- May be customized to agency and stakeholder needs



All estimates are approved for release by the Census Bureau's Disclosure Review Board (CBDRB-FY20-305).



Viewing Gabriel Amaro's sc...

#### Risk and Error Comparison – CRE & SVI

CRE	
3+ Population	1,035
3+ Rate	33.26%
SVI	
	3.6759
Sum of Themes	3.0733





https://www.census.gov/data/experimental-data-products/community-resilience-estimates.html

Viewing Andrew Hait's screen

## **Other New Experimental Data Products**

(See

https://www.census.gov/data/experimentaldata-products.html)

- Selected Monthly State Sales Tax Collections
  - Helps users understand the impacts of the pandemic on state governments
  - https://www.census.gov/data/experimentaldata-products/selected-monthly-state-salestax-collections.html
- Monthly State Retail Sales
  - · Enhances the Monthly Retail Trade Survey data by providing additional state-level data
  - https://www.census.gov/data/experimentaldata-products/monthly-state-retail-sales.html



#### Selected Monthly State Sales Tax Collections

The Monthly State Sales Tax Collection is a new monthly measure of state government sales tax collections for selected sales tax.





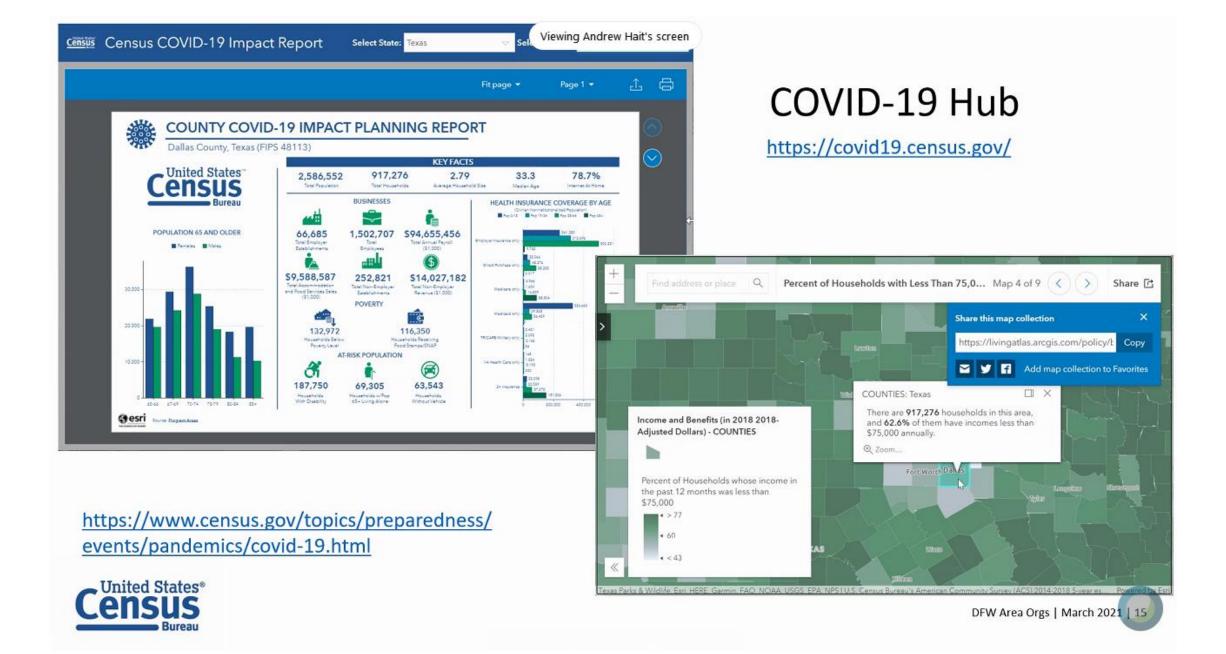
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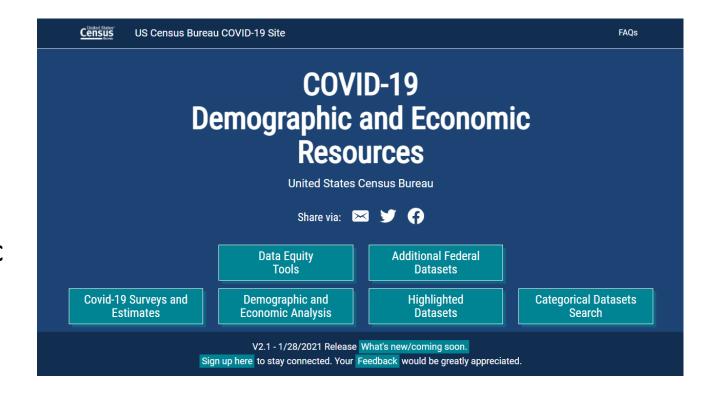
	N/A		
nthly State Retail Sales			
Census Bureau has released the thly State Retail Sales (MSRS) an erimental data product featuring thly state-level retail sales.			
	3		



# Census Bureau COVID-19 Hub

# covid19.census.gov

- Data Equity Tools
- Additional Federal Datasets
- COVID-19 Surveys and Estimates
- Demographic and Economic Analysis
- Highlighted Datasets
- Categorical Dataset Search

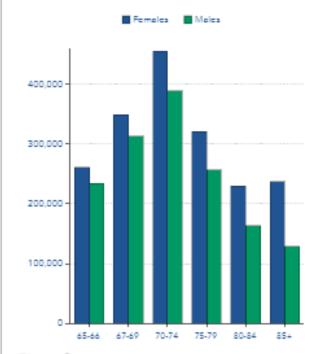


## STATE COVID-19 IMPACT PLANNING REPORT

Texas (FIPS 48)



#### POPULATION 65 AND OLDER



### **KEY FACTS**

27,885,195 Total Population

9,553,046

Total Households

2.86 Average Household Size

34.4

79.6%

Median Age

Internet At Home

#### BUSINESSES



600,747 Total Employer Establishments



\$74,369,383 Total Accommodation

and Food Services Sales (\$1,000)



10,794,596 \$577,914,267 Total Annual Payroll

Employees



2,514,301

Total Non-Employer Establishments

\$125,732,770 Total Non-Employer

(\$1.000)

Revenue (\$1,000)

#### POVERTY



1,362,378

Households Below Poverty Level



1,167,725

Households Receiving Food Stemps/SNAP

#### AT-RISK POPULATION



Households With Disability

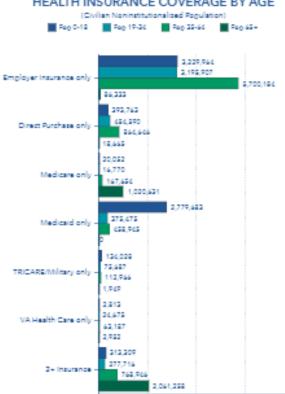


Households w/Pop 65+ Living Alone



Households Without Vehicle

### HEALTH INSURANCE COVERAGE BY AGE

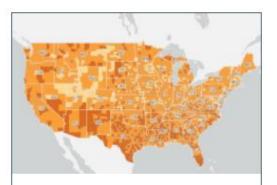


2,000,000 4,000,000 6,000,000



Source: Program Areas

# Data equity Tools



#### Community Resilience Estimates

The capacity of individuals and households to absorb, endure, and recover from the health, social, and economic impacts of a disaster such as a hurricane or pandemic.

**Explore Data** 



#### The Response Outreach Area Mapper (ROAM)

Developed to make it easier to identify hard-to-survey areas and to provide a socioeconomic and demographic characteristic profile of these areas.

**Explore Data** 



## Opportunity Atlas

A comprehensive Census tract-level dataset of children's outcomes in adulthood using data covering nearly the entire U.S. population.

**Explore Data** 



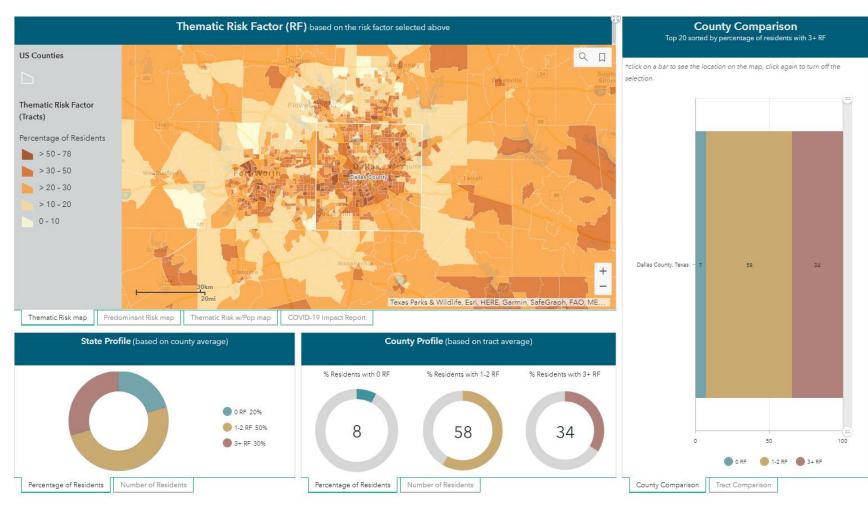
#### LEHD

Data from the Local Employment Dynamics (LED) Partnership provide unprecedented detail about America's jobs, workers, and local economies.

**Explore Data** 

# New Covid-19 surveys and estimates

- Weekly Household Pulse Survey
- Weekly Small Business Pulse Survey
- Community Resiliency Estimates (CRE)
- Selected Monthly State Sales Tax Collection
- Monthly State Retail Sales



# Developing New COVID-19 DATA

ACS-defined Risk Factors (RF) for Households (HH) and Individuals (I)

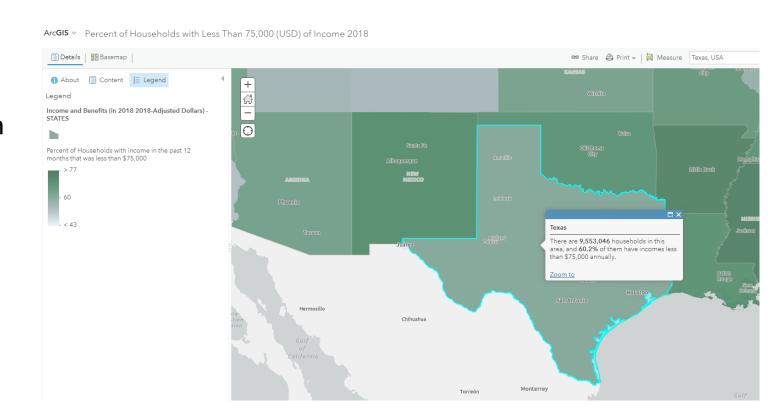
- 1. Income-to-Poverty Ratio (IPR) < 130 percent (HH).
- 2. Single or zero caregiver household only one or no individuals living in the household who are 18-64 (HH).
- 3. Crowding defined as either
  - 1. Unit-level crowding defined as > 0.75 persons per room (HH) or 4
  - 2. Household resides within a high-density tract defined as 75% of the population living in blocks with greater than 4,000 people per square mile
- 4. Communication barrier defined as either
  - 1. Linguistically isolated (HH) or
  - 2. No one in the household over the age of 16 with a high school diploma (HH)
- 5. No employed persons (HH)
- 6. Disability posing constraint to significant life activity
  - 1. Persons who report having any one of the six disability types (I): hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and independent living difficulty.
- 7. No health insurance coverage (I)
- 8. Age >= 65 (I)

National Health Interview Survey (NHIS) risk Factors

- 9. Serious heart condition (I)
- 10.Diabetes (I)
- 11.Emphysema or current asthma (I)

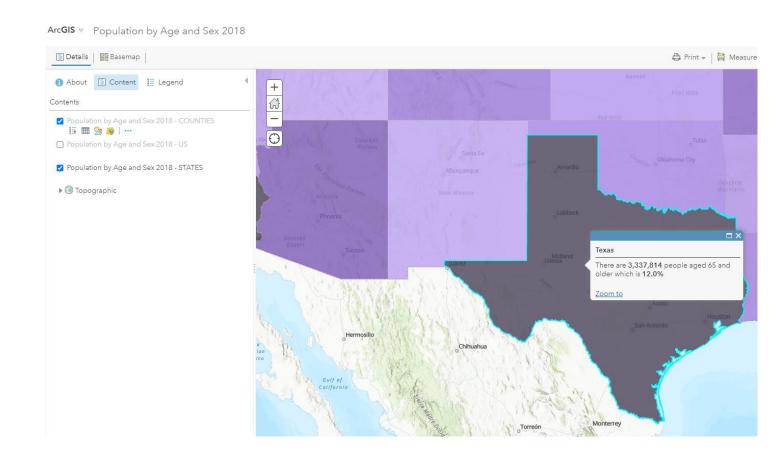
# Demographic and Economic Analysis

- Data on Employer Business from County Business Patterns 2018
- Data on Nonemployer Businesses (Self-Employed) from Nonemployer Statistics 2018
- Accommodations and Food Services (NAICS 72) 2017
- Percent of Households with Less Than \$75,000 of Income 2018
- Where are those aged 65 and older? 2018
- Where are the Uninsured?



# Highlighted Datasets

- ACS People below Poverty
- ACS Household Income < \$75,000
- ACS Total Population Over 65
- Average Annaul Payroll Employee (NAICS 00) 2018
- Average Annaul Revenue per Non-Employer (NAICS 00) 2018
- Accomadtion and Food Services (NAICS 72) 2017



# Additional Federal Agency and Other Datasets

Provides links to 38
 datasets from other
 federal agencies and
 private sector businesses
 that data users can merge
 with other Hub offerings
 in their own COVID
 products.







of Governments

# REGIONAL **ECONOMIC** DEVELOPMENT

LUCILLE JOHNSON

PRIT PATEL

North Central Texas Council of Government's Economic Development division is housed in the Executive Director's Office.

- Lucille Johnson
- Prit Patel, 2020

The North Central Economic Development District (NCTEDD) includes the 16 counties in the North Central Texas Council of Governments (NCTCOG) region: Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell, Tarrant and Wise.

# NORTH CENTRAL TEXAS ECONOMIC DEVELOPMENT DISTRICT (NCTEDD)



NCTEDD REGION MAP

# NCTEDD HISTORY

# ABOUT THE EDA

# Designated as an Economic Development District December 2016

By

The Department of Commerce: Economic Development Administration (EDA)

- Economic Development Administration operates under U.S. Department of Commerce
- EDA's mission: To lead the federal economic development agenda by promoting innovation and competiveness, preparing American regions for growth and success in the worldwide economy.

# NCTCOG REGION HISTORY: ECONOMIC DEVELOPMENT DISTRICT (2016)

- Cities and counties to be eligible for EDA funding,
   North Central Texas needed to become an Economic Development District.
- NCTCOG was the only COG in the state of Texas that did not have District designation.
- As a result, this region missed out on funding over the years because an Economic Development District was not in place.

We began taking steps to become a district

# How The Region Became an Economic Development District



STEP 1: ENGAGED AND WORKED WITH REGIONAL PARTNERS AND STAKEHOLDERS



STEP 2: DEVELOPED A
COMPREHENSIVE
ECONOMIC STRATEGY
(CEDS).



STEP 3: RECEIVED APPROVAL OF THE CEDS FROM THE GOVERNOR & EDA.



STEP 4: SECURED SUPPORT LETTERS FROM COUNTY JUDGES & THE GOVERNOR.



STEP 5: RECEIVED NCTCOG EXECUTIVE BOARD APPROVAL TO SUBMIT MATERIALS TO EDA SEEKING DISTRICT DESIGNATION.

# **APPROVED**

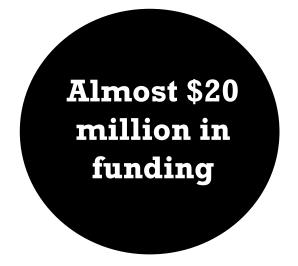
Economic Development District (**EDD**)

- Managed within the North Central Texas Council of Governments: Staff
- District Board Oversees the Work of the District:
   North Central Texas Economic Development
   District Board
- District Board (up to 51 Members) nominated by member governments and county judges -appointed by NCTCOG's Executive Board based on populations and Economic Development Interests in accordance with the District's Bylaws
- KEY → Comprehensive Economic Development Strategy: CEDS

# WHAT'S IN IT FOR NORTH TEXAS?

- The CEDS and the EDD provide an opportunity to be part of a comprehensive approach to Economic Development in North Texas; providing a map for a better future.
- Members of the district gain greater access to federal Economic Development funds and funding opportunities.
- Opens doors to federal funding that the region did not have full

North Richland Hills	\$4.2M	Road Improvements for access to industrial area where
		N95 masks are manufactured
On the Road Lending	\$3.0M	Building construction improvements to operate a
		program to train underserved individuals for the
		workforce in smart car high tech jobs in demand
Prosper	\$3.0M	Lower Pressure Plane Pump Station - will be located at
		the Town of Prosper's existing Custer Road Pump
		Station site, and will directly serve the Town's lower
		pressure plane, which is located west of the BNSF
		railroad tracks. The new pump station will provide
		water for numerous new businesses including two new
		children's hospitals (Children's Health/Children's
		Hospital and Cook Children's Hospital), and a Home
		Depot.
Little Elm	\$1.4M	Public infrastructure components to a 34-acre privately-
		owned technology park called Retractable
		Technologies, Inc. They will be making the syringes for
		the COVID-19 vaccine.
Farmersville	\$2.9M	Installation of Broadband to support the City
	1	•



\$450,000 Expand resources to help local entrepreneurs and

UNT Health Science Center

# EDA CARES ACT FUNDING AWARDS FOR NORTH CENTRAL TEXAS

Sparkyard		business owners launch and grow their businesses.  Sparkyard (www.sparkyard.co) is a free online resource				
-		that helps connect local entrepreneurs and small				
1		business owners to the right resources at the right time				
		to successfully launch and grow their companies.				
		Sparkyard is a "one-stop shop" for entrepreneurs to				
		help them quickly and effectively navigate the complex				
		and fragmented network of local resources. It is the				
		only resource of its kind in our area				
Fairview	\$3.0M	To construct a new four-lane divided highway, Frisco				
		Road, south of its current location. The new road will				
		extend from SH5 to SH121/Spur 399 with direct access				
		to US 75 to the west. The project will also create a				
		primary access to Medical Center Drive in support of a				
		hospital expansion and a primary access to a mixed-use				
		private development. The new Frisco Road will also				
		connect to a four-way intersection at Highway 5 and				
		FM1378 that will be upgraded concurrently by Texas				
		Department of Transportation, if EDA funding is				
		awarded.				
Corsicana	\$1.25M	Installation of a Rail Switch in an Industrial Park				

## CEDS

Comprehensive Economic Development Strategy

#### NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS

Serving the NCTCOG Region Counties of Collin, Dallas, Denton, Ellis, Erath, Hood, Hunt, Johnson, Kaufman, Navarro, Palo Pinto, Parker, Rockwall, Somervell, Tarrant and Wise.

# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

FOR THE

NORTH CENTRAL TEXAS REGION

APPROVED BY
ECONOMIC DEVELOPMENT ADMINISTRATION
MARCH 15, 2016



- Regional document that serves as a guide for economic development for our region.
  - Mapping the future
- The current CEDS was approved in 2016 and is updated every five years.
  - Currently updating
- An approved CEDS provides an opportunity for communities and businesses in the region to be eligible to apply for federal funding assistance through the Economic Development Administration's (EDA) Public Works and Economic Adjustment Assistance programs.

#### **PUBLIC WORKS FUNDED PROJECTS**

- Water and Sewer systems
- Industrial Access Roads
- Business Parks
- Port Facilities
- Rail Spurs
- Skill-training Facilities
- Business Incubator facilities
- Brownfield Redevelopment
- Eco-industrial Facilities
- Telecommunications and Broadband Infrastructure

## CEDS REQUIRED SECTIONS

- A. SUMMARY BACKGROUND: A summary background of the economic development conditions of the region
- **B. SWOT ANALYSIS**: An in-depth analysis of regional strengths, weaknesses, opportunities, and threats
- C. STRATEGIC DIRECTION/ACTION PLAN: Strategic direction and an action plan (flowing from the SWOT analysis), which should be consistent with other relevant state/regional/local plans
  - 1. Strategic Direction: Vision Statement and Goals/Objectives
  - 2. Action Plan: Implementation
- D. **EVALUATION FRAMEWORK**: Performance measures used to evaluate the organization's implementation of the CEDS and its impact on the regional economy

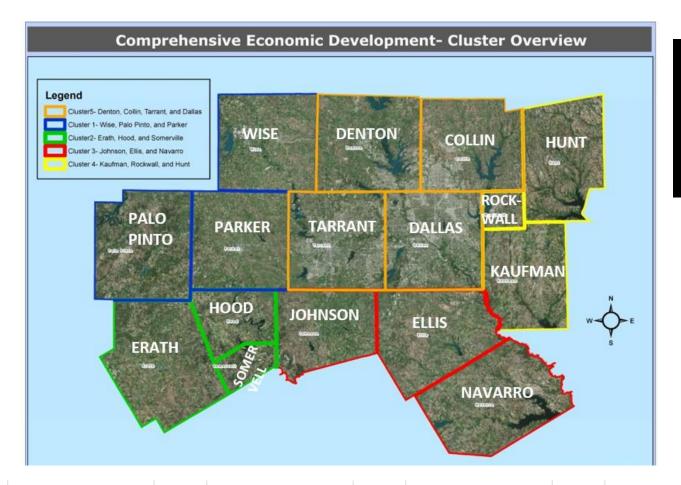
#### E. ECONOMIC RESILIENCE:

- 1. Planning for and Implementing Resilience
- 2. Establishing Information Networks
- 3. Pre-Disaster Recovery Planning
- 4. Measuring Resilience

## GOALS AND PERFORMANCE MEASURES (CURRENT)

Develop	<b>GOAL 1</b> : Develop a globally competitive skilled workforce that encourages businesses to start, locate, and expand in the North Central Texas region.
Enhance	GOAL 2: Enhance the North Central Texas region's economic competitiveness.
Pursue	<b>GOAL 3</b> : Pursue opportunities and strategies that continue to make the North Central Texas region an entrepreneur-friendly region.
Explore and promote	<b>GOAL 4:</b> Explore and promote comprehensive planning solutions to ensure that regional transportation and public infrastructure meets the needs of employers and citizens.
Strengthen	<b>GOAL 5:</b> Strengthen the quality of life through comprehensive community development throughout the region.
Integrate	<b>GOAL 6:</b> Integrate emergency management efforts with economic development strategies in order to strengthen regional economic resiliency.

# CEDS UPDATE 2021



# REGIONAL CEDS COMMITTEE: CEDS CLUSTERS

(2016)

(Update)

CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4	CLUSTER 5	CLUSTER 6	
Palo Pinto	Erath	Ellis	Hunt	Collin	University-Education	
Parker	Hood	Johnson	Kaufman	Dallas		
Wise	Somervell	Navarro	Rockwall	Denton		
				Tarrant		

## CEDS CLUSTERS COMMITTEES

- SWOT Analysis (Strengths, Weakness, Opportunities, Threats)
  - CEDS Committee will rank the priorities in the document and outline performance measures of the CEDS
- Cluster Industry Ranking
- Resiliency



ABILITY TO
RECOVER QUICKLY
FROM A SHOCK



ABILITY TO WITHSTAND A SHOCK



ABILITY TO AVOID A
SHOCK
ALTOGETHER

#### **UPDATED CEDS**

- Goal is to complete the updated CEDS by the end of 2021
  - Allows region to maintain our Economic Development District designation
  - Allows region to apply for various federal grants funds
  - Provides a roadmap and guidance on region economic development for the next five years

#### **Lucille Johnson**

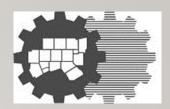
North Central Texas Council of Governments <a href="mailto:ljohnson@nctcog.org">ljohnson@nctcog.org</a>

#### **Prit Patel**

North Central Texas Council of Governments <a href="mailto:ppatel@nctcog.org">ppatel@nctcog.org</a>



# What is NCTCOG?



Voluntary association of, by, and for local governments, established in 1966, to help them:

- Plan for common needs
- Strengthen their individual and collective power
- Recognize regional opportunities
- Resolve regional problems
- Make joint decisions/cooperate for mutual benefit

#### 230+ Member Governments

- Cities
- Counties

PERPC



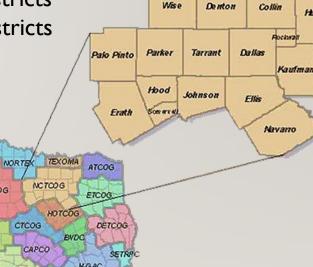
PRPC

WCTCOG

CTCOG

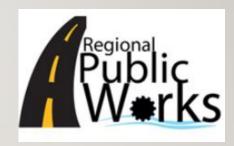
STDC CBCOG

LRGVDC



## PUBLIC WORKS COUNCIL

- Leads the Public Works Program initiatives
- Representatives from across the region
  - 21 standing seats
  - 16 subregion seats
  - 5 private sector seats
- <a href="https://www.nctcog.org/envir/committees/public-works-council">https://www.nctcog.org/envir/committees/public-works-council</a>



# SUSTAINABLE PUBLIC RIGHTS-OF-WAY SUBCOMMITTEE (SPROW)

- Best Management Practices Guidebook
  - Landscape Planning & Vegetation Management (Trees, Irrigation Methods, Maintenance, Vulnerability, etc.)

Sustainable Public

Rights of Way

- Utilities (Coexisting Types, Franchises, Documentation, Coordinated Needs, etc.)
- Complete Streets Planning
- Green Infrastructure and Low Impact Development
- ROW Planning, Administration, and Policy (Fees, Ordinances, Incentives, and Coordination)
- <a href="https://www.nctcog.org/envir/committees/public-works-council/sustainable-public-rights-of-way-subcommittee">https://www.nctcog.org/envir/committees/public-works-council/sustainable-public-rights-of-way-subcommittee</a>

# INTEGRATED STORMWATER MANAGEMENT (ISWM)

Design Manual for Site Development and Design Manual for Construction are cooperative initiatives that assist cities and counties to achieve their goals of:

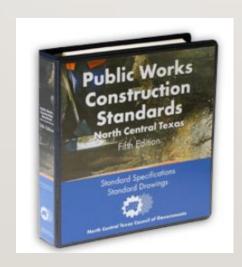
- water quality protection
- streambank protection
- and flood control
- meet their construction and post-construction obligations under state storm water permits

http://iswm.nctcog.org/



## PUBLIC WORKS CONSTRUCTION STANDARDS

- Public Works Construction Standards 5<sup>th</sup> Edition released in 2017
  - Drawings updated by the Standard Drawings Subcommittee
  - <a href="https://www.nctcog.org/envir/public-works/construction-standards">https://www.nctcog.org/envir/public-works/construction-standards</a>



## PUBLIC WORKS TRAINING

- Public Works Roundup
  - TBD
  - https://www.nctcog.org/envir/public-works/annual-publicworks-roundup
- Other trainings: New Inspector's Workshop, Construction Contracts Workshop
- Training Calendar: <a href="https://www.nctcog.org/envir/public-works/training-calendar">https://www.nctcog.org/envir/public-works/training-calendar</a>





#### COMMUNITY DEVELOPMENT

NCTCOG provides Technical Assistance for TxCDBG program as part of the NCTCOG's Community Development Program.

#### General Technical Assistance

- Provide general assistance to communities
- Cannot help with specific projects or project applications
- Answer community questions
- Stay updated on TxCDBG guidelines
- Dissemination of Program Information
  - Forward information to eligible communities on upcoming meetings, hearings, workshops, etc.
- HUD Section 3 Registry
  - Provide an opportunity for businesses or individuals to register for Section 3 employment or contracts opportunities
  - The Section 3 program requires that recipients of certain HUD financial assistance provide economic opportunities to low- and very low-income persons

# NCTCOG'S ROLE FOR THE FY2021-2022 COMMUNITY DEVELOPMENT FUND GRANT

- NCTCOG is a contractor to the Texas Department of Agriculture (TDA) and supports activities associated with the TxCDBG Community Development Fund (CDF) Grant.
- NCTCOG provides technical assistance to our eligible member governments in the 16county North Central Texas region related to the Community Development Fund.
- TDA released new rules for the Texas Community Development Block Grant (TxCDBG) on February 24, 2020.
- These new rules have modified NCTCOG's role slightly and has changed the process of determining project priorities and scoring.

# COMMUNITY DEVELOPMENT (CD) FUND RULE CHANGE

- February 24, 2020 TDA released new rules for the CD Fund.
- Projects are awarded based on a score out of 200 points.

#### Previously

- 10% of score from the State
  - Performance from previous contracts
- 90% of score from the Regional Review Committee (RRC)
  - Scoring Criteria
  - Prioritize Projects

#### Now

- 10% of score from the State
- 25% of score from the regional prioritized projects
- 65% of score from the United Scoring Committee (USC)
  - Scoring criteria

# COMMUNITY DEVELOPMENT (CD) FUND RULE CHANGE CONTINUED

#### Regional prioritized project types

- NCTCOG coordinated with regional stakeholders to prioritize projects types for the North Central Texas region April 14<sup>th</sup> through a teleconference.
- There was a public meeting on May 19, 2020 at 1:30pm through WebEx

Priorities	Project Types	Points (out of 50)
st	Water/Wastewater; Septic Tanks; Water/Wastewater Yard Lines; Roads/Streets; Drainage	45
2 <sup>nd</sup>	All Other Eligible Project Types	15

#### COMMUNITY DEVELOPMENT FUND

- The Community Development Fund is the largest fund category in the TxCDBG Program.
- This fund is available on a biennial basis for funding through a competition.
- Although most funds are used for Public Facilities (water/wastewater infrastructure, street and drainage improvements and housing activities), there are numerous other activities for which these funds may be used.
- Funds are allocated to each state planning region to ensure a broad geographic distribution of funds as described in the One Year Action Plan.
- Applications for the 2021-2022 Community Development Fund are due May 3, 2021

# DOWNTOWN REVITALIZATION/ MAIN STREET PROGRAM (DT/MSP)

- The objective is to provide infrastructure improvements to address the conditions that contribute to the deterioration in an area designated as slum or blighted in the applicant community's downtown or main street area.
- All proposed infrastructure improvements to be funded by the Downtown Revitalization TxCDBG Program must be located on public property within the designated downtown district. Typically, a downtown district will meet 2 or more of the following:
  - I) The city's historic area of commerce
  - 2) May be the area around the courthouse or city square;
  - 3) Commercial area for the community
  - 4) Buildings of historical significance, but not primarily residential
  - 5) Must be areas included in or contiguous to the economic center of the community; and
  - 6) The retail area for the community that does not include single-family dwellings.
- Eligible Main Street Revitalization applicants must be an incorporated municipality with a designation as an official Texas Historical Commission Main Street City prior to applying.
  - Here is a link to become a Main Street City: <a href="https://www.thc.texas.gov/becoming-main-street-community">https://www.thc.texas.gov/becoming-main-street-community</a>

# FIRE, AMBULANCE, SERVICE TRUCK (FAST) FUND

- Provides funds for eligible vehicles to provide emergency response and special services to rural communities.
- Funding is based on the following criteria:
  - I. Poverty Rate
  - 2. Previous Funding
  - 3. Past Performance
- Application Minimum:
  - Single Jurisdiction: \$50,000
  - Multi-jurisdiction: \$50,000
- Application Maximum:
  - Single Jurisdiction: \$500,000
  - Multi-jurisdiction: \$500,000

# PLANNING AND CAPACITY BUILDING (PCB)

- PCB is a competitive grant program for local public facility and housing planning activities.
   Localities apply for financial assistance to prepare a "comprehensive plan" or any of its components.
- Eligible Activities Include:
  - Address needed local planning elements;
  - 2. Assess local needs;
  - 3. Build or improve local capacity; or
  - 4. Develop strategies to address local needs.
- Planning process should result in an improved local capacity to identify long and short term needs and to develop implementable strategies to address the identified community needs.
   Emphasis is placed on public works and housing assistance planning.

# QUESTIONS?

## THANK YOU!

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