



# Approach to Management of 2021 American Rescue Plan Act Funds

City of Holyoke, MA

Under the Leadership of Mayor Joshua Garcia

Alicia M. Zoeller, JD

Administrator

Office for Community Development

April 9, 2022

## Holyoke at a glance- Pre-COVID-19

	Holyoke	Massachusetts
Population	40,362	6,902,149
Median Household Income	\$37,954	\$74,167
Persons in Poverty (%)	28.6%	10.5%
In Civilian Labor Force 16yrs+	57.2%	67%
Owner Occupied Housing Units	40.6%	62.4%
Median Gross Rent	\$795	\$1173
Language other than English	47.1%	23.1%
Hispanic or Latino	51.2%	11.9%
Households with Internet sub.	83.0%	68.3%
CDBG Allocation FY2021	\$1,266,244	
HOME-ARP Allocation FY2021	\$3,329,224	
CDBG Low/Mod Block Groups	68%	

ARPA CSLFR Funds \$29,894,310.

### *The Paper City:*

*Incorporated 1850*

*A former mill town with a peak population of 62,300, one of the first American industrial planned cities, now designated a Gateway City in western Massachusetts, along the Connecticut River with a dam and a series of canals used to generate power, an urban core along the river, its western border the spine of the Mt. Tom Range featuring open spaces, reservoirs, agricultural uses, and rare plants and animals, with a diverse human population of French, Irish and Puerto Rican settlers....*

# The Big Picture



## High Points

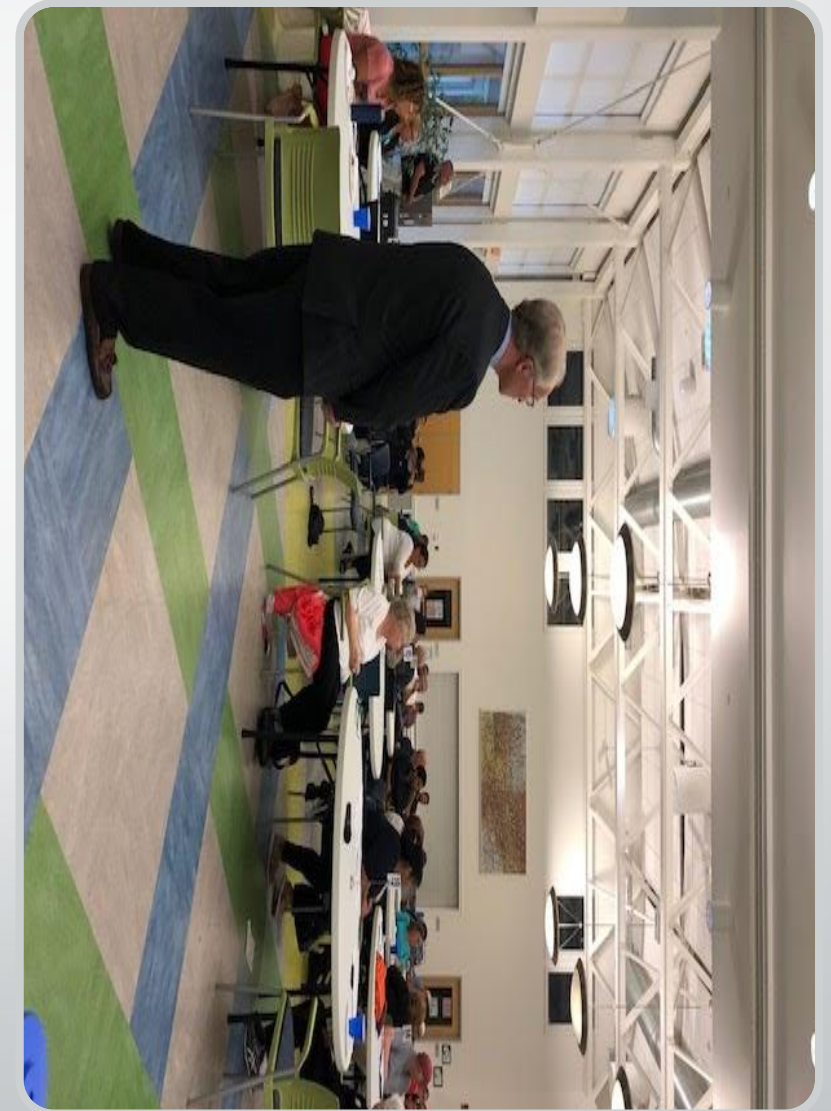
- Highly functional, adaptable and well-established distribution process for federal funds as an entitlement city
- Knowledge of federal compliance requirements
- Knowledge of the community demographics- QCT, LMA, LMC
- Committed municipal staff
- Leadership from acting Mayor and current Mayor
- Strong relationships with community partners, stakeholders and service providers
- Transparent, fair, and equitable approach
- Safe harbor in HUD's CDBG and HOME Programs
- Historic levels of funding
- Opportunity to do BIG THINGS

## Low Points

- New funding stream
- Sense of urgency to deploy the funds rapidly
- Evolving needs and pandemic response BMP's
- Four mayors over eight months
- Lack of point of contact and firm guidance from US Treasury
- Lack of internal municipal staff capacity
- Challenging hiring environment
- Political pressures to respond vs. community needs/expectations
- Supply chain, vendor availability and cost fluctuations
- Historic levels of funding
- Opportunity to do BIG THINGS

# In the Weeds- *Avoid Recoupment*

1. Document, Document, Document= Kill trees
2. Create a municipal ARPA Management Plan
3. Create or adopt policies and procedures for ARPA funds
4. Issue an ARPA Calendar + Schedule
5. Conduct public process to determine needs and input
6. Set expectations
7. Develop application and proposal guidelines
8. Solicit ARPA funding proposals- *internal and external*
9. Review proposals for ARPA eligibility and compliance
10. Determine allocations
11. Refine activity budgets and scope of services
12. Create PPM's and applications for benefit programs
13. Execute written ARPA agreements for *every* activity
14. Track and document beneficiaries (as applicable)
15. Treasury Reporting
16. Public Reporting





Acting Mayor Terry Murphy  
In conjunction with the City of Holyoke Office for Community Development

Notice of Availability  
of  
American Rescue Recovery Act  
Coronavirus Local Fiscal Recovery Funds

Date of Notice: June 1, 2021

The United States Department of the Treasury has issued an Interim Final Rule (31 CFR Part 35) to implement the Coronavirus Local Fiscal Recovery Fund established under the American Rescue Plan Act. The City of Holyoke will be awarded \$29,894,310.00 in two tranches to help turn the tide on the pandemic, address economic fallout, and provide a basis for a strong and equitable recovery. Funds may be used in five key areas: support public health recovery and services; address negative economic impacts caused by the public health emergency; replace lost public sector revenue; provide premium pay for essential workers; and make investments in water, sewer, and broadband infrastructure. Funds must be used to address the negative economic impacts of COVID-19, aid households negatively economically impacted by COVID-19 and primarily in Qualified Census Tracts (QCT's).

In this first round of funding, the City is seeking proposals in the following areas:

- **Affordable Housing**- rehabilitation of existing housing including home repairs, weatherization and lead based paint remediation, rental and mortgage assistance, and development of housing opportunities to increase the supply of affordable and high-quality living units
- **Public Services** (Assistance to Households)- food access, legal services, job training, health care, homeless services including supportive housing, community violence intervention programs, internet access or digital literacy assistance, housing navigation services, educational services, child care, child welfare services, health and mental health services, activities to assist with COVID-19 health activities (prevention, vaccination), addiction services
- **Economic Development**- support for small businesses and non-profits
- **Aid to Impacted Industries**- tourism, travel, and hospitality industries
- **Infrastructure**- broadband, water, sewer and stormwater, green infrastructure, climate resiliency
- **Municipal Revenue Loss**
- **Municipal Administration and Planning**

Application Guidelines and Instructions and a template of the GoogleForm are available through a GoogleDrive. Please email Jennifer Martins at [martinsj@holyoke.org](mailto:martinsj@holyoke.org) or Alicia Zoeller at [zoellera@holyoke.org](mailto:zoellera@holyoke.org) to receive the link to access the application materials.

All applications are due by June 21, 2021 at 6:00 p.m. EST. No extensions or exceptions will be granted.

Direct assistance to individuals or families is not provided by this process. Economic development, assistance to businesses and key sectors will be provided through a future application process.

Additional information is available by calling 413-322-5610 or emailing Alicia Zoeller, Administrator at [zoellera@holyoke.org](mailto:zoellera@holyoke.org)

The United States Department of the Treasury continues to issue guidance on the use of Coronavirus Local Fiscal Recovery Funds. The City of Holyoke will provide updates to the requirements for funding as federal guidance is received. For additional information, please see:

Quick Reference Guide  
<https://home.treasury.gov/system/files/136/SLFRP-Quick-Reference-Guide-FINAL-508a.pdf>

Fact Sheet:  
<https://home.treasury.gov/system/files/136/SLFRP-Fact-Sheet-FINAL-508A.pdf>

Interim Rule:  
<https://www.govinfo.gov/content/pkg/FR-2021-05-17/pdf/2021-10283.pdf>



Acting Mayor Terry Murphy  
City of Holyoke

Alicia M. Zoeller, Administrator  
Office for Community Development

City of Holyoke  
2021 American Rescue Plan Act (ARPA)  
Needs Assessment and Funding Allocation Schedule  
Round I- 2021  
Expected Federal Resources: \$14,947,155. (Round I)

The Coronavirus State and Local Fiscal Recovery Funds will be administered by the City of Holyoke Office or Community Development with the assistance of the Mayor's Office, Treasurer's Office, and Auditor's Office consistent with the administration of the Community Development Block Grant funds. Coronavirus State and Local Fiscal Recovery Funds totaling \$29,894,310, are awarded to the City by the United States Treasury Department in two tranches available in May 2021 and May 2022.

Date	Action
June 1, 2021	Notice of ARPA Funding Availability released by Mayor's Office
June 3, 2021	2021 ARPA Application available via GoogleForms
June 21, 2021	2021 ARPA Proposals due by 6:00 p.m. ( <i>no extensions</i> )
June 28, 2021	2021 ARPA Proposal Summary & Proposal Books released
June 29, 2021-July 23, 2021	Public comment period on proposals
July 8, 2021	Public hearing and citizen group meeting on proposals 5:00 p.m. ( <i>held virtually</i> ) In person- see meeting notice
Late July 2021	DGR Committee to issue recommendations
August 3, 2021	City Council meeting to issue recommendations
By August 9, 2021	Mayor reviews all recommendations and issues final ARPA awards
By September 7, 2021	ARPA Agreements executed with departments and agencies ( <i>Depending on federal requirements</i> )

All times are EST and all meetings to be held virtually due to COVID-19 Pandemic. Meeting access information will be provided on each legal notice or is available by contacting OCD.

For additional information, please contact the City of Holyoke Office for Community Development (OCD) at 322-5610 or [martinsj@holyoke.org](mailto:martinsj@holyoke.org) or online at [www.holyoke.org](http://www.holyoke.org) or on Facebook @HolyokeOCD. For translation services or other accessible formats for documents and meetings, please contact OCD at least ten business days in advance.

20 Korean Veterans Plaza – Room 400 – Holyoke, MA 01040-5036  
Phone (413) 322-5610 Fax: (413) 322-5611 Email: [zoellera@holyoke.org](mailto:zoellera@holyoke.org)

*Birthplace of Volleyball*

# How to engage the community....

## Traditional Method

- Post a public meeting
- With a notice in six point font in a newspaper
- To be held at an inconvenient time
- In an intimidating hard- to- get to place
- With no obvious incentive to attend
- In a language that many do not speak
- With a bureaucratic legalese description of the meeting's purpose



## Enhanced Method

- Keep the traditional method *and*

Engage  
the community  
in a place  
at a time  
for a purpose

with methods that meet their  
needs

using every opportunity

# Place- engage the community in the community

## Residents/Consumers

- Neighborhood meetings
- Senior centers
- Youth groups/organizations
- Libraries
- School events
- Community celebrations
- Veterans' offices
- Health centers
- Day treatment locations
- Shelters
- Language classes
- Career centers
- Community sites
- Online and social media
- Homeowner associations
- Tenant associations
- Public Services organizations- food pantries

## Advocates/Providers

- Board of Health
- Boards of Directors meetings
  - Chamber of Commerce
  - Non-profits
  - Continuums of Care
  - Housing authorities
  - Fair housing organizations
  - Disabled advocacy groups
- Team/committee meetings
  - Street outreach workers
- Municipal departments
- Developers
- Small businesses
- Elected officials
- Local planning agencies
- Other agencies' surveys or assessments

# Engaging with deliberate time, purpose and methods

- Time

- What is the optimal time of day and day of week to engage the target audience?

- Purpose

- What is in it for the audience?
  - Make your work relevant to their lives
- Create incentives or enticements for engagement
  - Lunch with the Mayor or local celebrity
  - Raffles
  - Refreshments
  - Child care
  - Transportation
  - \$ Incentives
  - For non-ARPA eligible expenses- find a partner

- Methods

- City Hall organized meetings
- Community based meetings
- Surveys
  - Paper
  - On-line
- Language and ability access
  - Translated materials
  - Translation services
- Written engagement- comment periods
- Social media- FB, webpage, Twitter
- Capture data on a day-to-day basis
- Listen to the community
- See Click Fix or 311 Hotline Reports
- Cable access or public media- interviews
- [MA Rapid Recovery Plans Programs](#)



**FFY2021 SPREADSHEET- American Rescue Plan Act**  
**7/1/21 - 6/30/22 (Final Allocations as of 9/9/2021)**

	FFY2021 Request	TOTAL ARPA Request	OCD	OCD Revised	CAC	Mayor 1st	DEV. & GVT. REL. Committee	FULL COUNCIL	FFY21 AWARD
<b>HOUSING- 3.10</b>									
Greater Springfield Habitat for Humanity									
Home Preservation-rehab (30)	\$80,000	\$400,000				\$ -	\$ -	\$ -	\$ -
New owner occupied housing (11)	\$430,000	\$2,150,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ 355,000	\$ 215,000	\$ 215,000	\$ 355,000
OneHolyoke CDC									
New owner occupied housing (20-duplex)	\$3,500,000	\$3,500,000	\$ -			\$ 355,000	\$ 215,000	\$ 215,000	\$ 355,000
Rental Neighborhood Improvement Program-rehab (60)	\$425,500	\$1,500,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 150,000	\$ 200,000	\$ 200,000	\$ 150,000
Neighborhood Improvement Program-rehab (60)	\$500,000	\$500,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Revitalize CDC									
Home modifications for COVID-19 Impacted residents (asthma and aging in place) (100 units)	\$100,000	\$100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Holyoke Housing Authority									
South Holyoke Homes Phase 2- New owner occupied housing (19)	\$1,340,000	\$6,365,000	\$ -			\$ 1,300,000	\$ -	\$ -	\$ 1,300,000
Appleton Mill Apartments									
New apartments at 216 Appleton Street (88)	\$500,000	\$500,000	\$ -			\$ -	\$ -	\$ -	\$ -
Wayfinders									
Newton & Cabot Area Housing- rental and owner occupied housing (15 OO, 35 rental)	\$6,159,500	\$6,159,500	\$ -			\$ -	\$ -	\$ -	\$ -

<b>REVENUE REPLACEMENT 6.1</b>									
City Auditor's Office									
Lost Revenue Replacement	\$1,700,000	TBD	\$1,700,000	\$1,700,000	\$1,700,000	\$ 1,700,000	\$1,700,000	\$1,700,000	\$ 1,700,000
<b>ADMINISTRATIVE 7.1</b>									
Office for Community Development									
Administration and planning	\$213,200	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$ 450,000	\$426,400	\$426,400	\$ 450,000
City Clerk's Office									
Records Management and Digitization	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$ 45,000	\$45,000	\$45,000	\$ 45,000
<b>CARES Act Funding Committed</b>									
Community Roots									
Veterans Lunch Program	\$10,000								
Holyoke Veterans Office									
Veterans Transportation	\$30,000								
Holyoke Public Library									
Laptop Lending and Outdoor WIFI Hotspot	\$43,699								
Providence Ministries for the Needy									
Used Refr. Box Truck Purchase for Mobile Food Bank	\$50,000								
Nueva Esperanza									
Food Distribution	\$14,000								
<b>ELIGIBILITY TO BE DETERMINED - SMALL BUS PRG</b>									
Gary Rome Hyundai									
Electric Vehicle Charger Infrastructure	\$147,869	\$147,869					\$ -		\$ -
<b>Total Requests</b>	<b>\$61,690,243</b>	<b>\$99,109,328</b>	<b>\$14,101,302</b>	<b>\$14,367,545</b>	<b>\$14,440,197</b>	<b>#####</b>	<b>\$14,801,258</b>	<b>#####</b>	<b>\$14,864,369</b>
<b>ARPA Available</b>	<b>\$14,947,155</b>	<b>\$29,894,310</b>			<b>\$14,947,155</b>	<b>\$82,786</b>	<b>\$145,897</b>	<b>\$ 145,897</b>	<b>\$82,786</b>

Proposals categorized and listed by ARPA Eligibility Category List.

Highlights:

- HFD turnout gear
- Loss revenue
- Small business grants
- Mental health programs
- Outdoor facility improvements
- Water and sewer improvements
- Housing
  - Rental
  - Owner occupied
  - New construction
  - Rehab
- Employee Retention Incentive Stipends
- Municipal building improvements

# Sources of Information

*Google and Control-F are your new best friends!  
Don't recreate the wheel! \*Always verify.\**

## Programmatic

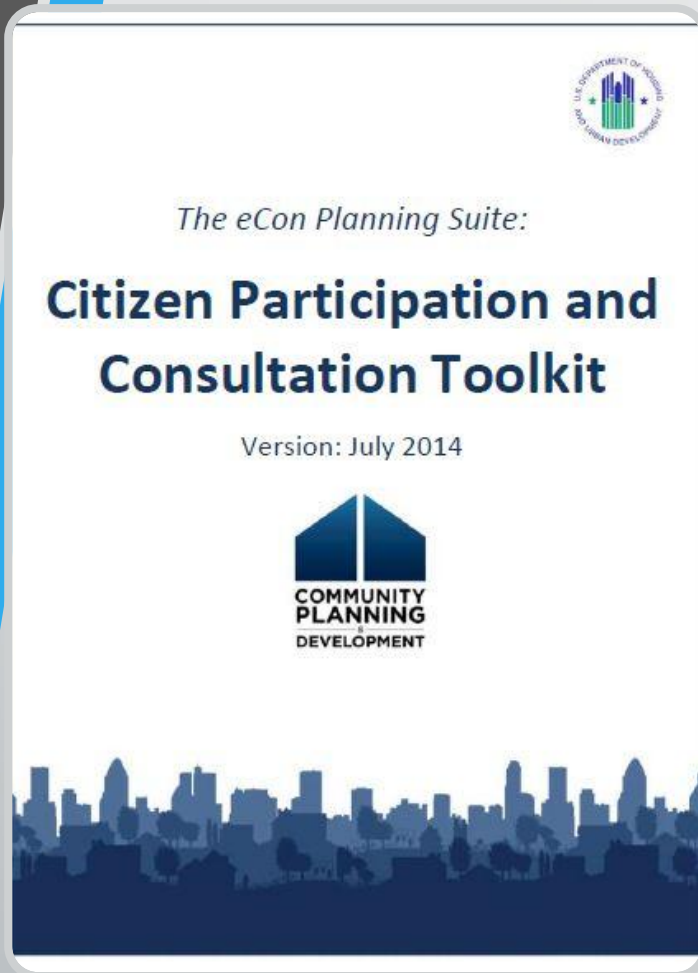
- [United States Treasury ARPA Coronavirus State and Local Fiscal Recovery Funds](#)
  - [FAQ's](#)
  - [Overview of the Final Rule](#)
  - [Final Rule](#)
- [City of Holyoke ARPA Webpage](#)
- [MMA Federal Funds Resources](#)
- [National League of Cities](#)
- Other communities and programs
  - Rent/mortgage assistance programs
  - Homeowner rehab programs
  - Homebuyer assistance programs
  - Small business grant programs

## HUD Resources

- [Managing CDBG Guidebook for CDBG Grantees](#)
- [Playing by the Rules: A Handbook for CDBG Subrecipients on Administrative Systems](#)
- [Compliance in the HOME Program for Rental Property Owners](#)
- [Part 200 Uniform Guidance Webcast Series and Resources](#)
- Income Limits
  - [HUD CDBG Income Limits](#)
  - [HUD HOME Income Limits](#)
  - [HUD National Housing Trust Fund](#)

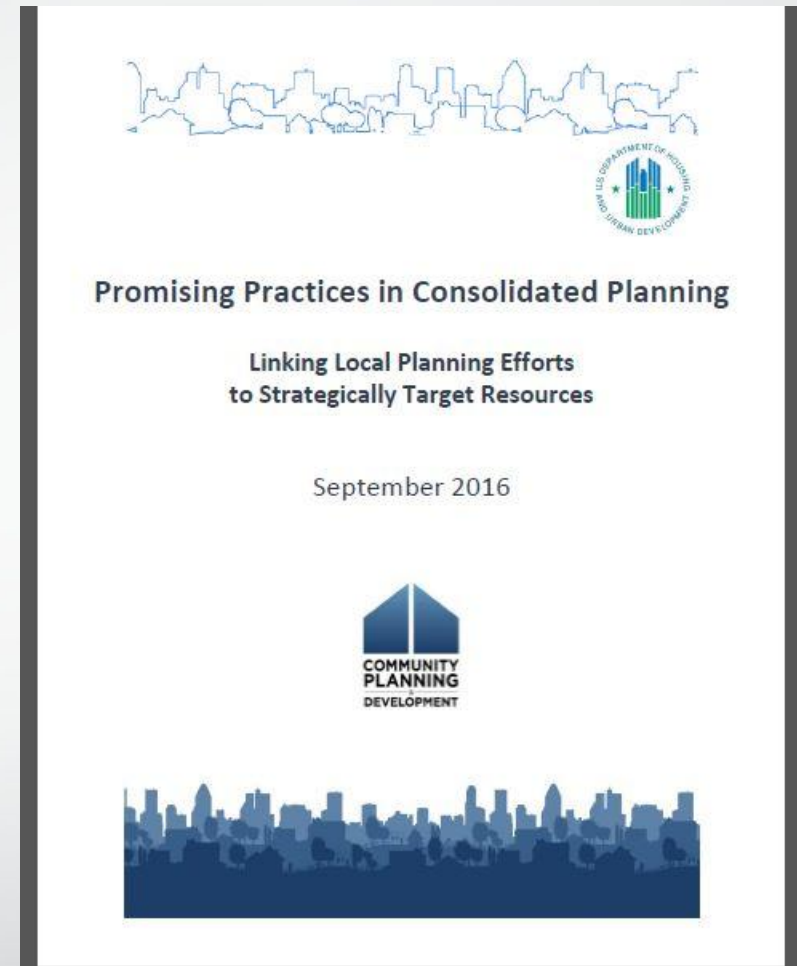
Springfield, MA MSA									
30% LIMITS	17700	20200	22750	25250	27300	29300	31350	33350	
VERY LOW INCOME	29450	33650	37850	42050	45450	48800	52150	55550	
60% LIMITS	35340	40380	45420	50460	54540	58560	62580	66660	
LOW INCOME	47150	53850	60600	67300	72700	78100	83500	88850	

2021 ADJUSTED HOME INCOME LIMITS

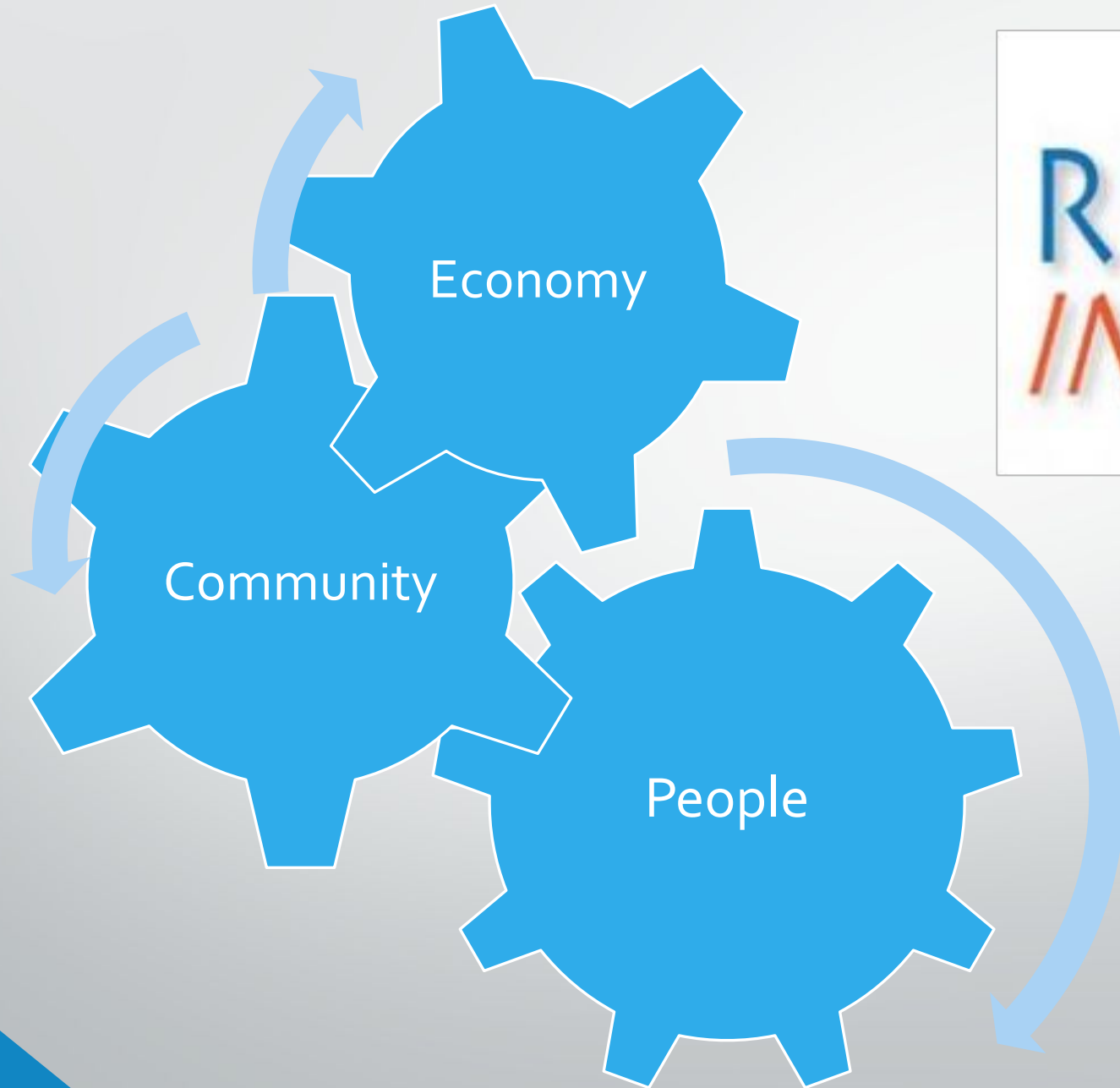


<https://www.hudexchange.info/resource/3817/econ-planning-suite-citizen-participation-and-consultation-toolkit/>

## Resources



<https://files.hudexchange.info/resources/documents/Promising-Practices-in-Consolidated-Planning-Guide.pdf>



***"We're gonna  
get there!"***



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