

# Consolidated Annual Performance and Evaluation Report (CAPER)

2015 Program Year  
2014 Federal FY Funds  
(July 1, 2014 – June 30, 2015)

Winston-Salem /Forsyth Housing Consortium  
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**CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER)  
2015 ANNUAL PERFORMANCE REPORT: FEDERAL FY 2014  
(July 1, 2014 - June 30, 2015)**

**INTRODUCTION**

The CAPER is the Winston-Salem/Forsyth Housing Consortium’s annual report to the U.S. Department of Housing and Urban Development (HUD). This report describes progress in carrying out the Annual Plan for Fiscal Year 2015 and provides an assessment of progress towards attaining the goals outlined in the five-year Consolidated Housing and Community Development Plan. This report covers the second year of the 2014-2018 Consolidated Plan.

**PART I: SUMMARY OF RESOURCES**

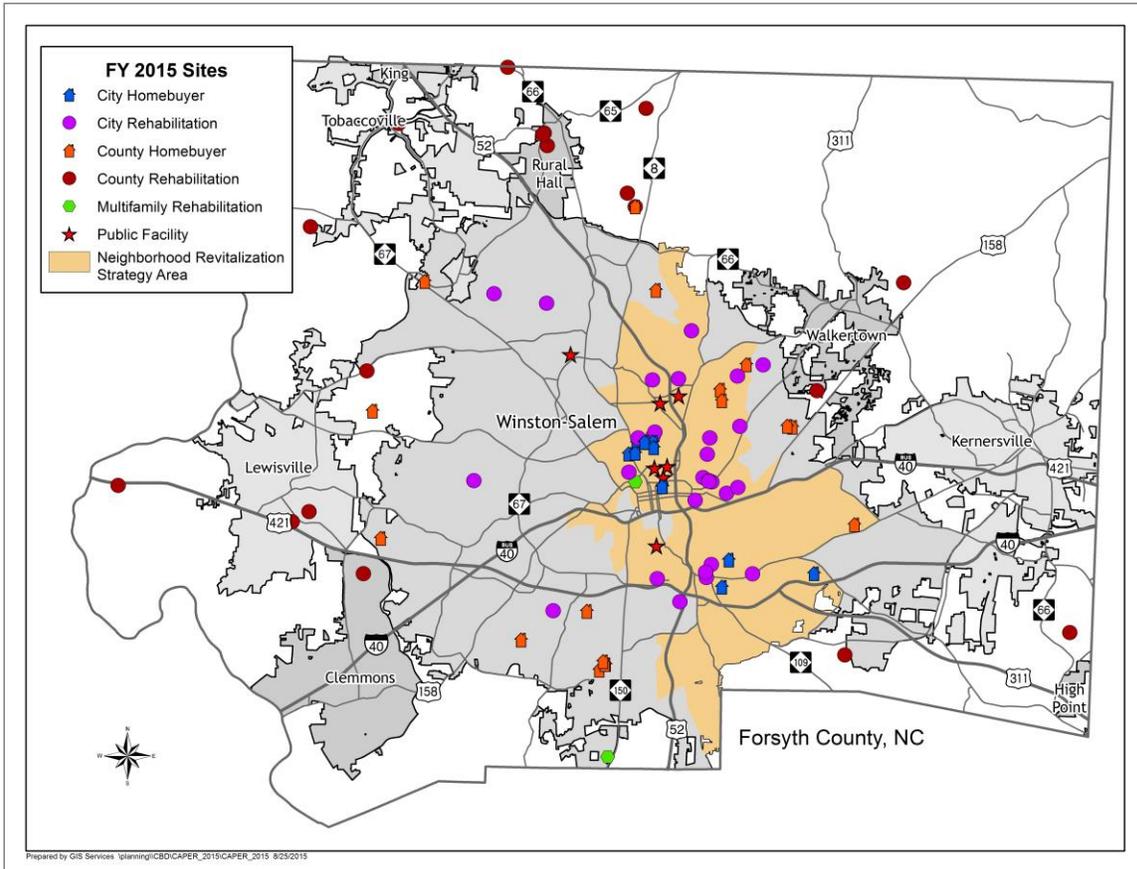
The HUD entitlement allocation for FY15 (Federal FY 2014) was \$1,959,199 in Community Development Block Grant (CDBG), \$979,659 in HOME Investment Partnership (HOME), and \$158,915 in Emergency Solutions Grant (ESG) funds. Other identified financial resources included projected CDBG program income of \$550,000 and HOME program income of \$135,000; Housing Finance Fund (local) program and investment income; Continuum of Care funds; and the remaining balance of prior-year HUD entitlement, Lead Hazard Control and Healthy Home Housing Program (Lead Grant), Youth Build, and general obligation bonds approved in 2000. Table 1 identifies the expenditure of these resources during FY15 in general program categories.

<b>TABLE 1: FY15 EXPENDITURES BY PROGRAM CATEGORY</b>						
<b>Activity</b>	<b>Total</b>	<b>HUD Entitlement</b>			<b>Other Federal</b>	<b>Local</b>
		<b>CDBG</b>	<b>HOME</b>	<b>ESG</b>		
Housing Rehab and Operations	2,334,577	1,148,817	230,628	0	498,868	456,264
Neighborhood Dev.: Acq-Clearance	151,391	61,200	0	0	0	90,191
Housing Production/Infrastructure	626,329	0	169,929	0	0	456,400
Homebuyer Assistance	126,491	0	77,518	0	0	48,972
Economic Dev./Self-Sufficiency	1,007,334	659,567	0	0	329,267	18,500
Public Services/Homeless Asst.	3,038,579	290,239	213,738	167,036	1,715,533	652,032
Section 108 Loan Repayment	501,051	501,051	0	0	0	0
Planning/Training, Capacity/Other	277,133	234,540	34,591	0	0	8,002
<b>TOTAL</b>	<b>8,062,885</b>	<b>2,895,415</b>	<b>726,404</b>	<b>167,036</b>	<b>2,543,667</b>	<b>1,730,363</b>

**PART II: ASSESSMENT OF FIVE-YEAR PLAN PROGRESS**

Table 2 and the accompanying map summarize accomplishments by the Winston-Salem/Forsyth Housing Consortium for the second year of the 2014-2018 Consolidated Plan. Accomplishments compared to goals varied. Existing Owner and New Construction Owner were adversely affected by continuing weaknesses in the housing market, particularly for first-time homebuyers. Staff vacancies in the City rehab program contributed to a decrease in Rehab Owner during the year. Two multi-family rental projects were under construction during the program year.

TABLE 2: 2014-2018 FIVE-YEAR PLAN ACCOMPLISHMENT STATUS							
		Five-Year Goal	FY 15 Goal	FY 15 Actual	FY15 as % of FY15 Goal	Five-Year Cumulative	Cumulative as % Of Five-Year Goal
<b>Completions</b>							
New Construction:	Owner	240	37	21	56.8%	40	16.7%
	Rental	250	0	0	0.0%	0	0.0%
Rehab/Repair:	Owner	300	60	39	65.0%	79	26.3%
	Rental	160	0	9	0.0%	105	65.6%
Existing:	Owner	135	20	10	50.0%	21	15.6%
	Rental	100	100	48	48.0%	85	85.0%
Special Needs Projects:	Rental	0	0	0	0.0%	0	0.0%
<b>Total Units Completed</b>		<b>1,185</b>	<b>217</b>	<b>127</b>	<b>58.5%</b>	<b>330</b>	<b>27.8%</b>



The Winston-Salem/Forsyth County Housing Activity Map shown above depicts housing activity for the 2014-2015 program year, encompassing completed projects for rehabilitation and new housing construction throughout the County. As is evident from the map, approximately over half of the activity

occurred within the Neighborhood Revitalization Strategy Area (NRSA). This reflects HUD's goal of providing housing opportunities that are dispersed throughout the community.

**Rental.** The rental market continued to improve as the economy has improved. Rockwood at Oliver's Crossing, a 64-unit development for families, was approved for Low-Income Housing Tax Credits in August 2013 and will receive HOME funds from the City. The development is under construction and is projected to be completed in November 2015. Funding to assist in the historic renovation of the former Chatham Mill property into a 166-unit mixed-income rental development was approved during FY14. Environmental clean-up is complete, and renovation is expected to be completed by January 2016.



Chatham Mill Apartments Under Construction

Abbington Gardens of Winston-Salem, a 96-unit development for families, was approved for Low-Income Housing Tax Credits in August 2014 and will receive HOME funds from the City. Construction is expected to begin in September 2015 and to be completed by August 2016.



Glenn Oaks (single-family home)

**Homeownership.** As the economy and housing market continued to improve, buyers have shown more willingness to take advantage of record-low interest rates and reduce their housing payments by purchasing homes. In addition, lender credit standards remain tight, making it more difficult for buyers with less than perfect credit to obtain a mortgage, and low appraisals are still a concern in some areas. Foreclosures continue to decline in the county. According to CoreLogic, the foreclosure rate in the Winston-Salem metropolitan statistical area was 0.77 percent in June, compared with 0.77 percent in May and 0.96 percent in June 2014. The rate reflects residences in some stage of foreclosure.

In the meantime, efforts will continue to focus on homebuyer education and counseling. The United Way for Forsyth County completed a \$500,000 grant that it had received in 2008 to undertake an Individual Development Account (IDA) Economic Literacy program with supportive counseling and coaching

services provided to participants for home ownership. City and County funds provided the required match. Since the IDA program was started in 2001, it has provided 517 IDA homebuyers with down payment assistance. It is estimated that 80-85 percent of the buyers purchased homes in Winston-Salem and that about 1,000 individuals enrolled in the IDA program over this period of time. During FY15, eight homebuyers purchased homes with IDA funds, of which three were new construction and five were existing homes. The United Way has been awarded a \$200,000 grant under the July 2014 funding cycle to continue the IDA program. The Center for Homeownership, a program of Consumer Credit Counseling Service, provided one-on-one counseling and homebuyer education courses to 309 people during FY15.

The ten owner existing units reflect the purchase of existing property without rehabilitation being involved or the purchase of a property that was acquired and rehabilitated by a non-profit developer for sale for home ownership. The numbers are the result of the HOME, IDA, and Citywide Homebuyer Assistance Program (C-HAP) programs that provide second mortgages for principal reduction and/or down payment and closing cost for home purchase. The 48 rental units, under Existing, reflect inclusion of tenant-based rental assistance (TBRA) resources in these data summaries.



Old Cherry #2 (single-family home)

The housing crisis that has severely impacted single-family new construction is easing. Two non-profit community development corporations were approved to develop single-family housing for homeownership in two separate neighborhoods. Development agreements were executed in June 2013, and work has begun. Unity Builders, Inc. completed and sold one home and has two homes under construction in the Ridgewood subdivision, and S.G. Atkins Community Development Corporation has purchased eleven parcels in its East End Revitalization area on which it will construct single-family units. In addition, through the partnership with Habitat for Humanity 11 units were constructed during the program year in the Boston Thurmond Neighborhood Revitalization Initiative area, which included the Glenn Oaks subdivision. Habitat also worked with the neighborhood residents on revitalizing the Kimberley Kids community garden in partnership with Kimberley Park Elementary School

**Redevelopment.** Habitat for Humanity continued to work in the Old Cherry #2 Redevelopment Area as a part of its Boston Thurmond Neighborhood Revitalization Initiative. This work includes acquiring vacant lots and vacant houses to construct or rehab single-family homes for homeownership. The Redevelopment Plan, adopted during FY03, incorporated a historic preservation strategy that complied with Section 106 requirements, including a Historic district designation that was received in FY05. Two of the units completed by Habitat during FY15 were in the Old Cherry #2 Redevelopment Area. In addition, Habitat and its volunteers performed minor repair work for ten homeowners and more extensive repairs for one house. Habitat also became a resident of the neighborhood itself by moving its administrative and construction operations to the corner of 14th Street and University Parkway.



Goler Community Development Corporation Townhouses

In the Goler-Depot Renaissance area, which is part of the Liberty-Patterson Redevelopment Area, Goler CDC completed and sold two additional townhouses near the six it has already sold. The sale of these two homes completed the townhouse project in the area.

Other redevelopment areas had limited activity during FY15.

- There was no development activity in the Happy Hill Redevelopment Area during FY15. In the College Park subdivision, which is the mixed-income, home ownership community of single-family and townhomes that will replace the Happy Hill Gardens public housing complex, five single-family homes were completed, and all five homes were sold.
- There was no development activity in Northeast Winston #2. However, the area was included as part of the project area for the Choice Neighborhoods Planning Grant that HAWS was awarded.

**Economic Development.** During FY15 the Small Business Loan Program did not approve any new loan commitments, but modifications were approved to assist with the expansion of one loan recipient and the sustainable operations of another. The winner of the second Annual Business Plan Contest was selected from a pool of over 40 participants and received a \$5,000 grant. Within the Brookwood Business Park, an 8,000 square foot speculative warehouse/light manufacturing building has been completed and is currently being marketed by the City, Winston-Salem Business, Inc., and a commercial real estate firm. In addition to marketing the new building, the completion of the entrance road into the park allows other parcels within the park to be marketed to prospective businesses and tenants. The S.G. Atkins Community Development Corporation's business incubator is fully occupied, and Phase III renovation to create 25 additional incubator spaces on the ground floor is nearly complete.



Brookwood Business Park Speculative Building

### **PART III: AFFIRMATIVELY FURTHERING FAIR HOUSING**

**Overview.** As part of the certification to affirmatively further fair housing, HUD requires the City to conduct an analysis of impediments to fair housing choice within its jurisdiction and take appropriate actions to overcome the effects of any impediments identified through that analysis. The current Analysis of Impediments (AI) was completed in Spring 2013. Although all of the activities described in this report serve to affirmatively further fair housing, the impediments identified in the AI are primarily addressed by the City's Human Relations Department.

The City of Winston-Salem's Human Relations Department, under the guidance of the Human Relations Commission, conducts activities within its jurisdiction to affirmatively further fair housing and protect the rights of citizens to obtain housing of their choice. Some examples of these activities are: Investigating housing discrimination complaints; conducting fair housing workshops; educating the community through fair housing and landlord/tenant outreach and trainings; and mediating fair housing and landlord/tenant issues through certified trial court mediators on staff. The Department has two full-time Human Relations Specialists to carry out these activities, both of whom are bilingual and one of whom has the duties of a bilingual investigator and Hispanic outreach coordinator. In addition, through a HUD grant, the Department has a bilingual intake specialist for case processing and conducting specialized fair housing outreach.

**Fair Housing Assistance Program (FHAP).** The Department tracks and implements the fair housing component of the Winston-Salem Consolidated Housing and Community Development Plan by examining the seven protected classes under the Fair Housing Act, specifically race, color, national origin, disability, sex, religion, and familial status. Education and outreach activities under the FHAP grant are being coordinated with the Fair Housing Enforcement Outreach Program to provide a coordinated approach to fair housing education within the community. As a part of the Commission's efforts through the Consolidated Housing and Community Development Plan, the Human Relations Department conducted an Analysis of Impediments to Fair Housing Choice in 2013 to update and analyze new patterns in affirmatively furthering fair housing. Specifically, the list of impediments identified and addressed includes:

Impediment 1: Need for neighborhood revitalization and increased economic opportunities in low-income communities.

Affirmative Step 1: The City and County completed rehabilitation of 39 units of single-family housing and provided funding for the construction of 14 single-family units.

Impediment 2: Need for greater awareness with and within the Hispanic community, especially regarding the rights and responsibilities of landlords and tenants and housing patterns.

Affirmative Step 2: Disseminated community-oriented fair housing and housing-related educational materials in Spanish.

Impediment 3: Need to reduce apparent discrimination in appraisals that results in lower housing values in African-American neighborhoods.

Affirmative Step 3: Human Relations discussed the illegality of steering during its annual Fair and Affordable Housing Summit, which was held on April 23, 2015. The Summit is a tool for educating lenders, Realtors, housing agencies, home builders, and local government regarding fair housing and lending laws.

Impediment 4: Need to address the lower homeownership rates experienced by African-Americans.

Affirmative Step 4: The City and County provided homebuyer assistance to 18 households to purchase a home, in addition to the funding for construction of single-family units. Of the total households, 82.8%

were African-American. Human Relations also launched fair lending discrimination commercials in the immediate television market. Human Relations also conducted testing during the FY 2014-2015 calendar year.

Impediment 5: Need for more awareness in the community based on religion and religious practices, particularly of Muslim and Middle Eastern communities.

Affirmative Step 5: Human Relations partnered with Wake Forest University's School of Divinity to host religious forums at which staff disseminated information on religious tolerance and discrimination.

Impediment 6: Need for continued awareness of landlord responsibilities toward protected classes, especially handicap and familial status.

Affirmative Step 6: The Human Relations Department provided training geared toward landlords by partnering with the Winston-Salem Regional Association of Realtors to train their property managers/landlords on their rights and responsibilities toward the protected classes of persons as ascribed under the fair housing laws. The Department held monthly landlord/tenant training sessions and specialized training for landlords.

Impediment 7: Need for continued financial literacy, anti-predatory lending, and fair housing outreach in the community.

Affirmative Step 7: Human Relations discussed the illegality of steering during its annual Fair and Affordable Housing Summit, held on April 23, 2015. Human Relations supported the annual American Dream Weekend, which is conducted by the Winston-Salem Regional Association of Realtors. This program is aimed at first-time homebuyers and provides a one-stop-shop for them to learn their credit score, seek financing, and learn about affordable housing choice programs and communities. The City funded the Center for Homeownership to provide homebuyer counseling and education, and Forsyth County continued to operate the Individual Development Account program, which provides intensive financial literacy.

Impediment 8: Need for awareness in the community based on issues related to the LGBTQIA community, immigrants, and domestic violence.

Affirmative Step 8: Human Relations continued its new partnership with Legal Aid Inc. to explore creative ways of reaching out to victims of domestic violence as well as to housing providers to educate them about HUD's new guidance and regulation concerning domestic violence and fair housing.

The Department's goal for this five-year plan is to continue implementing Operation Community Awareness, an aggressive inner-departmental radio, television, and newspaper media campaign which has successfully raised the visibility of the Department and its services. Specifically, the Department has undertaken a Fair Housing Media Campaign that will solely focus on the fair housing services that are provided. The Department also has a goal to resolve 60% of discrimination complaints within 100 days of receipt. During the past fiscal year (July 1, 2014 – June 30, 2015), the Department received more than 500 verbal or written housing-related inquiries and complaints, of which four complaints alleged various discriminatory practices in housing and more than 100 housing complaints had the potential to become discrimination-based. Community education and outreach on housing discrimination, landlord/tenant rights and lending practices as well as increased awareness of discriminatory practices resulted in an increase in the number of housing-related inquiries. The Department anticipates increasing the average case load for the 2015-2016 fiscal year.

The Department uses a case management system, which includes a separate case tracking and information system for the Fair Housing Program. All HUD Fair Housing cases are entered and tracked on this system as well as in the HUD Title Eight Automated Paperless Office Tracking System (TEAPOTS).

**Human Relations Commission (HRC).** The Human Relations Commission is a 13-member advisory board appointed by the City Council. The role of the HRC is to advise and guide the Department with respect to outreach and education initiatives pertaining to fair and equitable treatment, including fair housing. During FY14, the Human Relations Department and the Human Relations Commission developed the Strategic Action Plan for 2014-2016. The strategic plan defines the mission, goals and objectives of the Department, and new action items are developed to ensure implementation of the plan. The strategic plan has many objectives targeted to assist with the Department's Fair Housing Plan. The Department is actively involved in program planning and implementation, specifically through the New Horizons Fair Housing and Community Relations Committees. Monthly training sessions and regular outreach/education programs on fair housing/landlord tenant concerns are conducted. Fair housing training programs for landlords and property managers and additional fair housing material in Spanish were developed for educating the community.



The HRC's New Horizons Fair Housing Committee is actively involved in numerous fair housing efforts of the Department and Commission. One of the committee's major accomplishments has been partnering with the Winston-Salem Regional Association of Realtors on the "Housing Expo" and the "Fair and Affordable Housing Summit" for housing professionals. The committee continues to undertake the task of studying the assessments of housing for the disabled community, in cooperation with the Community and Business Development and Planning

Departments. The Department has also developed and implemented the Alternative Residential Mediation (ARM) program, in collaboration with the Forsyth County District Court, the City Attorney Office, and Legal Aid of Northwest North Carolina, enabling residents who have filed complaints with the Magistrate's Office to choose mediation as a free, expedient, non-litigious option to resolving landlord/tenant complaints and identifying potential housing discrimination issues. Additionally, the Fair Housing Testing Program was developed and implemented. Testing will focus on the impediments to fair housing choice identified through housing complaints that are directly linked to one of the seven protected classes of persons under the Fair Housing Act. As a result, Phase I of the six-phase testing program has been completed.

**College Advisory Board.** The Human Relations Department administers a College Advisory Board (CAB), consisting of full-time volunteer college students from Forsyth County colleges and universities, which represent the needs, interests, and concerns of college students and recent college graduates by engaging them in relevant community projects, programs, and issues. The purpose of the CAB is to serve as a college advisory entity to the City Council regarding areas such as economic development projects, transit advocacy, and student housing issues (and other issues the group may suggest) that will encourage students to remain in Winston-Salem after graduation. All of these areas either directly or indirectly impact student fair housing opportunities and/or impediments.

One of the goals and objectives of the CAB is to voice concerns and resources pertaining to off-campus student housing issues involving landlords, property managers, and fair housing matters. A specific plan of action has been developed by a sub-committee of the CAB, in partnership with the Wake Forest

University School of Law, to receive and mediate fair housing and landlord/tenant issues, which could potentially develop into fair housing complaints, from the college students and against the college students who reside in off-campus housing. This sub-committee would work in partnership with other city departments and community agencies, as needed. Fair housing and landlord/tenant training for college-age students is also a component of the resolution. CAB students and neighborhood leaders are encouraged to coordinate and assist in conducting these trainings in partnership.

**Limited English Proficiency.** The City of Winston-Salem is committed to improving the accessibility of services to persons with Limited English Proficiency (LEP) and to developing and implementing a system that gives LEP persons “meaningful access” to the City of Winston-Salem’s programs and services. The City of Winston-Salem has adopted the goal of improving Hispanic Relations, as per the City Council’s Strategic Plan. As a result, the City of Winston-Salem has delegated authority for an LEP Compliance Coordinator (the Human Relations Director) within the Human Relations Department.

This policy sets forth the basic requirements and procedures intended to ensure City of Winston-Salem government takes reasonable steps to consistently meet its legal obligation of language access requirements in compliance with Title VI and Executive Order (E.O.) 13166. Congress enacted Title VI of the Civil Rights Act of 1964 to ensure federal money is not used to support discrimination on the basis of race, color, or national origin in government activities. Although neither Title VI nor its implementing regulations discuss linguistic access per se, the courts have consistently found a close connection between national origin and language. E.O. 13166 was signed in 2000 and mandates that all federal agencies and recipients of federal financial assistance take reasonable steps to ensure meaningful access to their programs to LEP individuals. These individuals may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.

The LEP Compliance Coordinator is responsible for examining all City services, providing outreach to the growing LEP community, and interfacing with all City Departments to help ensure meaningful access to LEP clients and customers. The LEP Compliance Coordinator is able to assist and support Departmental staff in assessing their specific needs and preparing a draft LEP document. The LEP Compliance Coordinator performs the role of resource and advocate for effective plan development.

The LEP Compliance Coordinator also coordinates the Spanish Language Assessment Tool used by hiring Departments in conjunction with normal Human Resources processes to evaluate the Spanish language proficiencies of prospective employees whose jobs may require or prefer bi-lingual abilities, or current employees who may be called upon by the Department to assist their Spanish-speaking customers or clients. The LEP Compliance Coordinator *is not* unilaterally responsible for directly providing translation or interpretation services to City Departments but *is* responsible for identifying and maintaining a network of qualified community resources for referral to City Departments.

**Other Outreach.** The Human Relations Department and the Community and Business Development Department implemented programs promoting fair housing, access to affordable housing, and equal housing opportunities during the program year.

- Undertook efforts in fair housing outreach with a variety of activities undertaken during Fair Housing Month in April 2015. The Department began the month with a Fair Housing Month Kick-off function at the Winston-Salem Board of Realtors, an event partner. Other elected officials, community group representatives, City employees and citizens from the community attended the event. The Human Relations Department taped and aired its quarterly television program, Nexus Television, and focused on promoting Fair Housing Month and the activities scheduled for Fair Housing Month. During this month, fair housing education and outreach programs were conducted and were designed to educate the public on the fair housing law, landlord tenant rights, and other housing issues. The Department

sponsored the annual Fair and Affordable Housing Summit for local housing industry professionals. Approximately 200 housing industry and banking professionals were in attendance from across the state.

- Conducted quarterly presentations to various landlords, tenants, agencies, property managers and real estate professionals in all areas of fair housing and landlord/tenant law.
- Utilized Government Channel WSTV-13 to air “Nexus Television,” which is a quarterly Human Relations Department television show featuring departmental fair housing, landlord/tenant, and outreach programs and community partners.
- Disseminated “Nexus,” which is a quarterly Human Relations newsletter featuring departmental programs, fair housing, and landlord/tenant information.
- Utilized Government Channel WSTV-13 to air the “Tu Comunidad” Spanish television show, which is a quarterly outreach program in Spanish and English that focuses on services and laws administered by city government.
- Human Relations continued as a partner with the Community and Business Development Department to focus on educating underserved neighborhoods within the city and provide educational materials and one-on-one attention from various city departments and interested community agencies and organizations. The Department has also co-sponsored an educational video, which is in English and soon to be in Spanish, to disseminate to prospective and existing tenants within Forsyth County regarding their landlord/tenant and fair housing rights and responsibilities as renters of multi-family or single family homes. The Winston-Salem Regional Association of Realtors has agreed to share the video with its property management division so that area property managers and landlords will have the video to show tenants prior to signing a lease.
- Continued outreach through the New Horizons Fair Housing, Interfaith, Community Relations and Multi-Cultural Relations Committee by developing programs that partner the Commission with local churches, Hispanic community groups, non-profit agencies and other housing industry professionals to further advocacy for fair housing and cultural understanding.
- Disseminated community-oriented fair housing and housing-related educational materials in Spanish.
- Sponsored special projects and partnerships with United Way of Forsyth County and local service agencies to address the plight of the homeless, such as Project Homeless Connect in April 2015.
- Funded Consumer Credit Counseling Service’s Center for Homeownership, which provided individual or group education services to 309 households, of which 78% were low-mod income.
- Provided matching funds for Individual Development Account (IDA) participants to purchase a home. Forsyth County Department of Housing runs the IDA program, a comprehensive financial literacy and savings program that helps first-time homebuyers purchase a home.

The Winston-Salem Human Relations Department and Commission will also educate the public about multiculturalism in order to ensure that all citizens learn about, respect, and appreciate the various cultures that are represented within the City. By increasing the public’s understanding of the various cultures within the City, tolerance for those of different ethnic and cultural backgrounds will ensure equal treatment of all citizens in every facet of human relations, including fair housing. The Commission will increase cultural tolerance and awareness through town hall meetings, trainings, public forums, written materials, and increased visibility.

#### **PART IV: AFFORDABLE HOUSING**

Neighborhood revitalization and stability and the production and conservation of affordable housing are the major goals of the Consortium's Consolidated Plan. The Consortium directs a combination of federal, state, and local funds toward achievement of these goals by funding single-family and multi-family rehabilitation, single-family and multi-family new construction, infrastructure, homebuyer assistance, and rental assistance. The availability of local funds allows assistance to buyers with incomes up to 120% of area median income (AMI). The presence of higher income households encourages sustainable development and revitalization. Financing focuses on closing "gaps" in financial feasibility, assuring subsidy is not provided beyond that needed to assure affordability, and providing assistance in the form of loans to preserve the availability of funds.

The data contained in Tables 2 through 5 reflect the units the Consortium is reporting as completed during the program year and the funds and beneficiary data associated with those units. The amounts of assistance and the per-unit amount in Tables 3 and 4 reflect public funds provided by the Consortium. Leveraged funds consist of other investment generated from public and private dollars and reflect additional economic and tax base investment. Owner-occupied rehab and emergency repair generate little leverage. All new construction is the most prolific generator of private investment.

<b>TABLE 3: FY15 PROGRAM COMPLETIONS</b>				
<b>Project/Activity</b>	<b>No. Units</b>	<b>Amount of Assistance</b>	<b>Per Unit Amount</b>	<b>Amount Leveraged</b>
<b>REHABILITATION</b>				
<u>Owner Units</u>				
NRSA	10	390,689	39,069	430
Citywide	2	28,817	14,409	0
Emergency Repair	9	206,252	22,917	0
Acquisition/Rehab	1	24,800	24,800	78,190
County Rehab	17	257,771	15,163	0
<u>Rental Units</u>				
Multi-Family Rehab	0	0	0	0
Investor Rehab	9	162,955	18,106	6,565
<b>Total Rehabilitation</b>	<b>48</b>	<b>1,071,283</b>	<b>22,318</b>	<b>85,185</b>
<b>NEW CONSTRUCTION</b>				
<u>Owner Units</u>				
County Direct Assistance	9	148,972	16,552	978,729
City Direct Assistance	9	147,600	16,400	600,900
City Indirect Assistance	3	0	0	0
<u>Rental Units</u>				
	0	0	0	0
<b>Total New Construction</b>	<b>21</b>	<b>296,572</b>	<b>14,122</b>	<b>1,579,629</b>
<b>EXISTING</b>				
<u>Owner Units</u>				
City First-Time Homebuyer	3	33,682	11,227	153,775
County First-Time Homebuyer	7	105,000	15,000	694,351
Rental Assistance	48	188,735	3,932	0
<b>Total Existing</b>	<b>58</b>	<b>327,417</b>	<b>5,645</b>	<b>848,126</b>
<b>SPECIAL NEEDS PROJECTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>127</b>	<b>1,695,272</b>	<b>13,349</b>	<b>2,512,940</b>

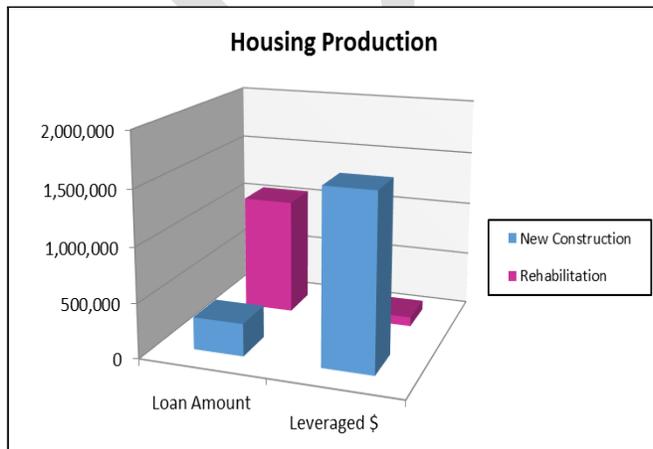


Table 3 shows that for FY15 rehabilitation was the activity for which the majority of funds were expended. Under New Construction, Direct Assistance consists of households that have received homebuyer assistance to purchase a newly constructed or existing house. Indirect Assistance includes houses where there was no direct assistance to the homebuyer but where the City provided funding to the developer for infrastructure or construction or where the house is in a Redevelopment Area. All new construction and rehabilitation units meet Section 215 requirements for affordability and FHA mortgage limits.

Table 4 summarizes the incomes of the occupants of completed units. Of the owner occupied population benefitting from assisted programs, households purchasing homes primarily were in the 30-50% and 50-80% area median income (AMI) categories, while homeowner rehab primarily benefited the 0-30% and 30-50% categories.

<b>TABLE 4: FY15 COMPLETIONS, BY INCOME</b>										
	<b>≤30% AMI</b>		<b>31-50% AMI</b>		<b>51-80% AMI</b>		<b>≥80% AMI</b>		<b>TOTAL</b>	
	<b>#</b>	<b>\$</b>	<b>#</b>	<b>\$</b>	<b>#</b>	<b>\$</b>	<b>#</b>	<b>\$</b>	<b>#</b>	<b>\$</b>
<b>Rehabilitation</b>										
NRSA Rehab	4	192,786	1	45,533	2	74,726	3	77,644	10	390,689
Citywide Rehab	---		---		2	28,817	---		2	28,817
Emergency Repair	1	37,320	4	79,520	3	85,793	1	3,618	9	206,252
Acquisition/Rehab	---		1	24,800	---		---		1	24,800
County Rehab	2	51,660	12	113,557	3	92,553	---		17	257,771
Multi-Family Rehab	---		---		---		---		---	
Investor Rehab	1	17,413	---		---		1	39,389	2	56,803
<b>Total: Rehab</b>	<b>8</b>	<b>299,180</b>	<b>18</b>	<b>263,410</b>	<b>10</b>	<b>281,890</b>	<b>5</b>	<b>120,652</b>	<b>41</b>	<b>965,131</b>
<b>New Construction</b>										
County Direct Asst.	---		---		9	148,972	---		9	148,972
City Direct Asst.	---		6	103,200	3	44,400	---		9	147,600
City Indirect Asst.	---		1	0	---		2	0	3	0
Rental	---		---		---		---		---	
<b>Total: New Const.</b>	<b>---</b>	<b></b>	<b>7</b>	<b>103,200</b>	<b>12</b>	<b>193,372</b>	<b>2</b>	<b>0</b>	<b>21</b>	<b>296,572</b>
<b>Existing</b>										
First-Time Homebuyer	---		3	49,600	7	89,082	---		10	138,682
Rental Assistance	48	188,735	---		---		---		48	188,735
<b>Total: Existing</b>	<b>48</b>	<b>188,735</b>	<b>3</b>	<b>49,600</b>	<b>7</b>	<b>89,082</b>	<b>---</b>	<b></b>	<b>58</b>	<b>327,417</b>
<b>Special Needs</b>	<b>---</b>	<b></b>	<b>---</b>	<b></b>	<b>---</b>	<b></b>	<b>---</b>	<b></b>	<b>---</b>	<b>---</b>
<b>TOTAL</b>	<b>56</b>	<b>487,915</b>	<b>28</b>	<b>416,210</b>	<b>29</b>	<b>564,343</b>	<b>7</b>	<b>120,652</b>	<b>120</b>	<b>1,589,120</b>

Table 5 shows the demographic distribution of the occupants of completed, occupied units.

<b>TABLE 5: FY15 COMPLETIONS BY RACE, ETHNICITY, AND FEMALE-HEADED HOUSEHOLD</b>					
<b>Program</b>	<b>Non-Hispanic</b>			<b>Hispanic</b>	<b>Female-Headed Household</b>
	<b>White</b>	<b>Black/African-American</b>	<b>Other</b>	<b>Any Race</b>	
<b>Owner</b>					
NRSA Rehab	0	9	0	1	4
Citywide Rehab	0	2	0	0	1
Emergency Repair	1	8	0	0	5
Acquisition/Rehab	1	0	0	0	1
County Rehab	11	6	0	0	0
Multi-Family Rehab	0	0	0	0	0
Investor Rehab	0	1	1	0	0
<b>Total: Rehab</b>	<b>13</b>	<b>26</b>	<b>1</b>	<b>1</b>	<b>11</b>
<b>New Construction</b>					
County Direct Asst.	1	8	0	0	7
City Direct Asst.	0	7	0	2	6
City Indirect Asst.	1	2	0	0	3
Rental	0	0	0	0	0
<b>Total: New Const.</b>	<b>2</b>	<b>17</b>	<b>0</b>	<b>2</b>	<b>16</b>
<b>Existing</b>					
First-Time Homebuyer	2	9	0	0	9
Rental Assistance	5	43	0	0	38
<b>Total: Existing</b>	<b>6</b>	<b>52</b>	<b>0</b>	<b>0</b>	<b>46</b>
<b>Special Needs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>21</b>	<b>95</b>	<b>1</b>	<b>3</b>	<b>73</b>

**Worst Case Needs.** The other measure of accomplishment is the extent to which “worst-case” needs are met or at least are being addressed. Worst case needs are defined as unassisted renters with very low incomes (below 50% AMI) who pay more than half of their income for housing or live in severely substandard housing. They are addressed by moderate rehab, acquisition, new construction, substantial rehab, and infrastructure provision for projects serving several target populations.

Table 6 summarizes these worst-case needs and also identifies the 2,481 units that were developed during current and prior plan periods to serve those populations. The majority of the units utilize low-income housing tax credits or project-based HUD assistance, which assures affordability over the long term.

During FY15, no rental housing developments were completed. However, construction of Rockwood at Oliver’s Crossing (64 units) were under way, and Abbington Gardens of Winston-Salem (96 units) was approved. Also during FY15, the City provided rental assistance to 220 households with HOME and Shelter Plus Care funds, all of which were below 50% AMI.

<b>TABLE 6: ADDRESSING WORST CASE NEEDS</b>			
<b>PRIORITY</b>	<b>TARGET POPULATION</b>	<b>ACTIVITY</b>	<b>MULTI-YEAR PROJECT/UNITS</b>
First Priority	Very Low Income Renters/Other Households	Moderate Rehab/Acquisition Substantial Rehabilitation New Construction	Gladstone (12) Olde North Village (24) Landmark Village (121) University Court (12) Fifth Street Apartments (12) Hunters Hill (12) Fifth Street Apts. II (8)
First Priority	Very Low Income Renters/Elderly Households	Moderate Rehab/Acquisition Substantial Rehabilitation New Construction, and Related Infrastructure	Assembly Terrace (60) Granville Plaza (40) Andrews Heights (56) Hunt Park (60) Azalea Terrace (100) Vespers (28) Heritage Village (42) Aster Park (50) Alder's Point (100) Goler Manor (79)
Second Priority	Very Low Income Renters/Small Households	Moderate Rehab/Acquisition Substantial Rehabilitation New Construction and Related Infrastructure	Cleveland Ave. (16) Millbrook (96) LaDera Crest (119) Griffith Commons (74) Salem Creek (100) Salem Ridge (108) Aster Park (120) Plaza Apartments (60) Arbor Oaks (72) Providence Place (56) Willows Peake (116) Kensington Village (142) Orchard Creek (64) The Enclave (68) Summit Square (96)
Third Priority	Very Low Income Renters/Large Households	Moderate Rehab/Acquisition	Johnson Square (32) Oak Creek (60) Millbrook (48)
Third Priority	Very Low Income Renters/Large Households	New Construction, Substantial Rehabilitation and Related Infrastructure	LaDera Crest (114) Salem Creek (44) Bethabra Pointe (60)

**Persons with Disabilities or Other Special Needs.** Persons with physical disabilities were primarily assisted through the Rehab Program. Persons with other disabilities such as chronic substance abuse or mental illness were primarily assisted through the Continuum of Care programs.

- As many as half of Continuum of Care program participants continue to be persons with disabilities or other special needs.
- Rapid re-housing clients under the Emergency Solutions Grant program must have incomes below 30% of area median income for their household.

- A large one-day, one-stop-shop event, Project Homeless Connect, was held in April 2015 at the Armory. This event was an element of the Ten-Year Plan. Over 350 clients participated in Project Homeless Connect.
- One housing rehabilitation client in the City and twelve in the County had a disability.

**PART V: CONTINUUM OF CARE**

The City continued to administer the Continuum of Care for the city/county area, as follows:

- Participated in the Winston-Salem/Forsyth County Continuum of Care and its committees;
- Assisted in development of 39 HUD grant applications on behalf of sponsoring agencies;
- Monitored utilization of emergency and transitional shelter, case management, outreach, homeless prevention, permanent housing, and other activities to serve the homeless;
- Updated the Continuum of Care document to identify gaps and prioritize needs;
- Provided financial and staff support to the Commission on Ending Homelessness.
- Coordinated the State ESG Application on behalf of the local Continuum of Care

Annually since 1994, the City has applied to HUD on behalf of local agencies for Continuum of Care funding. During the year, the City facilitated the FFY 2014 Continuum of Care process, submitting Collaborative Applications for 25 local projects, for which HUD announced awards of \$1,896,356. As in prior years, the identification and prioritization process leaned heavily on ongoing processes of the WS/FC Continuum of Care. In addition, an intensive process was followed to implement a governance structure for the Continuum of Care.

Continuum of Care projects were sponsored by Bethesda Center, CenterPoint Human Services, Family Services, Samaritan Ministries, Salvation Army, Experiment in Self-Reliance, Next Step Ministries, AIDS Care Service, the Housing Authority of the City of Winston-Salem and United Way of Forsyth County. Local agencies continued to use the Homeless Management Information System (HMIS), which transitioned to a new HMIS Lead Agency.



Samaritan Ministries Shelter

The City and other member agencies of the Continuum of Care coordinate a single point-in-time count of homeless persons for the community. This count is part of a statewide count of homeless persons. At the last point-in-time count on January 28, 2015, 571 homeless persons were counted. Winston-Salem also participated in the national 2014 Annual Homeless Assessment Report (AHAR), which found that 1,760 persons were homeless in one year.

The community has a strong commitment to prevent homelessness and rapidly re-house homeless persons. In FY15, \$4,075,200 in financial assistance was provided by five agencies in 15,527 cases to prevent homelessness. Also, the rapid rehousing program served 296 persons using ESG and Continuum of Care funds. In addition, the community used HUD funds to serve 183 persons in permanent supportive housing.

The City continues to use CDBG, HOME, ESG and Continuum of Care funds to assist the homeless. CDBG funds transitional housing, case management and supportive services through ESR and AIDS Care Service. The CoC grants fund outreach, case management, transitional housing, permanent housing, HMIS and other services through local agencies. HOME tenant-based rental assistance is committed to homeless persons and persons with disabilities. ESG funds for shelter operations and improvements helped to promote Consolidated Plan and Continuum of Care goals. In FY15, Samaritan Ministries opened a new facility, featuring a larger soup kitchen and emergency shelter for homeless men. Key Continuum of Care accomplishments during the year are summarized in Table 7.

<i>Activity</i>	<i>Number</i>
No. Disabled Homeless Maintaining Stable Permanent Housing	183
No. Homeless Obtaining Housing using Continuum of Care services	506
No. Households Living with HIV/AIDS Receiving CDBG-funded Day Shelter, Interim Housing, Supportive Services or Outreach	47
No. Evictions Prevented and Homeless Re-Housed using Financial Assistance	15,652

## **PART VI: ECONOMIC DEVELOPMENT**

During FY15, the Small Business Loan Program assisted over 65 businesses with business plans and technical assistance. During this period three small business loan applications were submitted to the Loan Committee for consideration. In addition, in order to encourage entrepreneurial spirit and promote homegrown businesses, the City sponsored its second annual Small Business Plan Contest during FY15. Over 40 proposals were submitted, from which 18 finalists were selected. Camel City Caravans, a transportation service operating throughout downtown Winston-Salem, was selected as the winner of a \$5,000 grant. Table 8 provides information on small business loan projects completed during FY15.

<b>Business Name</b>	<b>Business Type</b>	<b>Loan Amount</b>	<b>Total Jobs</b>	<b>Low/Mod Jobs</b>	<b>Job Titles</b>	<b>Race/Sex Employee</b>
Fourth Street Kabobs	Restaurant	\$60,000	7	6	Manager/Cooks/Servers	W/B/M/F
Camel City Caravans	Transportation Service	\$5,000 grant	3	3	Drivers	W/M/F

The City of Winston-Salem received a three-year \$1,100,000 Youth Build Grant in September 2012 from the U.S. Department of Labor. The mission of Youth Build Winston-Salem is to empower youth between the ages of 16 and 24 to reclaim their lives and rebuild their communities through education, job training and leadership development. Eligible participants must be 16-24 years old on the enrollment date, be a high school dropout not possessing a GED, and meet at least one of the following: current or former foster youth, youth or adult offender, individual with a disability, migrant farm worker youth, child of an incarcerated parent, or low-income. Participants work towards GED attainment through Forsyth Tech Community College-Adult Education; gain practical job skills and construction training while obtaining the nationally recognized NCCER construction certification; enhance decision making skills and focus on personal accountability; and receive individualized case management during the program and after they have graduated. During FY15, one cohort totaling 31 participants completed the program. Of those, 27 received the NCCER certification, three earned their GED, 18 are employed, and two are pursuing post-

secondary education. The overall program numbers for all three cohorts are 80 participants were enrolled, nine received their GED, one received a high school diploma, 63 received the NCCER certification, 49 are employed and five are pursuing higher education. The Youth Build program replaces the Construction Training Program for the term of the grant.

The City's Section 3 Contractor Business Training Program provides training in business skills (e.g., taxes, bookkeeping, legal issues, marketing) necessary to own/operate a small service or retail business. This program initially focused on the construction trade, but, due to demand, was expanded to all service and retail businesses. During FY15, 32 participants attended at least six of the eight sessions as required to receive a certificate of completion of the program.



The Enterprise Center

Phase III of The Enterprise Center is expected to be completed in September 2015. Phase III consists of renovating the lower level of the former Boys and Girls Club, which included the swimming pool, into 25 additional spaces for the S.G. Atkins Community Development Corporation business incubator and providing additional parking. Primary funding came from the Economic Development Administration, and the City provided CDBG funds.

## **PART VII: OTHER ACTIONS**

### **Public Housing**

The Housing Authority of the City of Winston-Salem currently manages 1,135 units of conventional public housing. The stock consists of three high-rise towers -- Crystal, Sunrise and Healy -- which serve primarily the elderly and disabled; two fairly dense and aging traditional public housing family communities -- Piedmont Park and Cleveland Homes; and three smaller multi-family communities -- Townview, Stoney Glen, and The Oaks At Tenth. Townview Apartments underwent a \$2.25 million renovation in 2010-2011, and a similar renovation at Stoney Glen was completed in September 2014. The Oaks At Tenth is a new public housing community that was completed in July 2014.

As a result of HOPE VI grants at Kimberly Park Terrace and Happy Hill Gardens, a total of 1,044 units were demolished, and 614 new rental units were built. The new multi-family developments consist of public housing units, project-based Housing Choice Voucher units, and market rate units.

The Housing Authority continues to reassess and redefine its asset goals and agency mission. The focus is on creating and implementing strategies that result in providing quality, mixed-income developments of choice that support the operational needs of the Authority.

Each of the public housing developments are operated under the private management model plan. All maintenance, applications, re-certifications, and management in each development are the responsibility of the property manager who supervises the entire apartment community. The Housing Authority is classified as a standard performer under HUD's Public Housing Assessment System (PHAS).

**Public Housing Improvements.** The Authority receives a separate formula grant under the Capital Fund program. These funds are used for making capital improvements to existing public housing properties as well as the development of new public housing units and are used primarily for large-scale repairs and upgrades to existing units and sites.

Most recently, construction of Camden Station began, a 30-unit development that will include items such as new light fixtures, integrating an open kitchen, dining and living area, and the installation of new kitchen appliances. Exterior construction includes landscaping, the paving of the parking lot, sidewalks, and a management office. Construction will cost \$3,309,889 and use the following sources:

- Program Income
- Replacement Housing Factor (RHF) Funds
- BB&T Traditional Construction/Perm Market-Rate Financing
- Federal Home Loan Bank
- City of Winston Salem

RHF funds are based on units taken off-line in conjunction with the HOPE VI Programs and are to be used to develop new public housing units. The construction of Camden Station is scheduled to be completed in October 2015.

Upcoming capital projects consist of completing the elevator upgrades at Sunrise Towers and Crystal Towers and replacing mailbox shelters, landscaping, erosion control and HVAC units at Piedmont Park and Cleveland Avenue Homes. In addition, other work includes complete unit rehabs and turnkeys in Cleveland and Piedmont Park as well as other construction-related projects, such as plumbing, flooring, and HVAC work in all non-public and public housing developments. This work is being performed by the central maintenance unit, an in-house team of professional maintenance technicians and highly skilled temporary workers that was created in February 2012 in an effort to reduce the costs associated with hiring outside contractors. With declining capital funds each year from HUD, the central maintenance unit was designed to help leverage funding and provide a means of maintaining and upgrading existing public housing units.

All available capital fund grants will be prioritized and disbursed based on the physical needs assessment. The Authority is currently working on the 2015 capital fund grants to ensure compliance with obligation and expenditure timelines. The approach will include addressing any health and safety-related issues first, appliances and mechanical systems second, and all other needs as funds are available. Successful implementation is achieved through a competent Capital Improvement Department staff, whose goals and objectives parallel those mandated by HUD.

**Public Housing Redevelopment Area.** The Housing Authority adopted a master plan on June 22, 2010 for an area in Northeast Winston-Salem that consists of approximately 130 acres, of which the Authority has site control of approximately 30 acres. This acreage includes a high-rise public housing building, a large multi-family public housing development, a new 50-unit public housing development, a new 30-unit public housing development (set to open in the fall of 2015), the Authority's old administration building, and several lots. The boundaries of the Master Plan area are Highland Avenue and File Street along Martin Luther King Jr. Drive (west to east) and Martin Luther King Jr. Drive and Twenty-first Street (south to north). The Master Plan contemplates a new neighborhood where individuals and families with a diversity of incomes, ages, races, ethnicities, and abilities choose to live, work, and play. The Master Plan includes:

- A mix of housing types, sizes, and styles; including options for affordable and market-rate rental and homeownership opportunities;
- A pedestrian-friendly and bike-friendly environment;

- Green space and community space;
- Retail and commercial uses; and
- Enhanced transportation routes.

The Master Plan was created with input from the area property owners and residents, the City of Winston-Salem, other developers working in or close to the area, and other stakeholders.

**The Oaks at Tenth** (formerly Johnson Square Apartments) was the first new development in the Master Plan area. The Authority constructed 50 new units of public housing. The development features the new urban design under the City/County Planning Board Legacy Plan and consists of 22 one-bedroom, 22 two-bedroom, and six three-bedroom units in detached apartment buildings (six buildings total, plus a detached management office building).

**Camden Station** (formerly Cleveland Avenue Apartments), located at 12<sup>th</sup> Street and Cleveland Avenue, will be the second new development in the Master Plan area. The development is currently under construction and, when it opens in the fall of 2015, will feature 30 new units of public housing, consisting of 14 one-bedroom, 14 two-bedroom, and two three-bedroom units.

In October 2014, the Authority purchased 12 units in an occupied multifamily community in the Master Plan area, which was formerly known as 36 East Apartments. The Authority renamed the community **Bethlehem Pointe** and conducted renovations to improve the aesthetics and functionality of the property (while leaving the existing residents in place). The community remains occupied with a low rate of turnover and vacancy.

In December 2014, the Authority purchased a parcel of land in the Master Plan area which housed the former **Brown Elementary School**. The Authority plans to redevelop the site into senior affordable housing. The Authority will seek Low-Income Housing Tax Credits in 2016, which tax credits will be used to finance a portion of the senior project.

In November 2013, the Authority received a HUD **Choice Neighborhood Planning Grant** for the Cleveland Avenue Neighborhood, which is within the Master Plan area. The purpose of the grant is to create a Transformation Plan for the neighborhood that focuses on people, housing, and community. The Transformation Plan will be submitted to HUD in final draft form on or before October 2, 2015. The Transformation Plan was driven by resident input, which was received via survey responses and resident meetings. Additionally, community partners engaged in the planning process to inform the plan's focus on supportive services and the most efficient utilization thereof. The Transformation Plan also includes a physical plan that focuses on de-concentration of poverty, mixed-income housing, access to services, walkable neighborhoods, and novel approaches to incentivizing urban pioneering.

**Public Housing Needs.** Public Housing applications are taken at each individual site and the waiting lists for public housing vary by site as represented in Table 9:

<i>Family Developments</i>	<i># Units</i>	<i>Elderly/Disabled/Single Developments</i>	<i># Units</i>
Piedmont Park	393	Crystal Towers	45
Cleveland Homes	549	Sunrise Towers	450
Stoney Glen	68	Healy Towers	23
Townview	23		
Oaks At Tenth	216		

The waiting list for the HOPE VI sites (that are managed by a private management company) are represented in Table 10:

<i>Table 10: HOPE VI Site Developments</i>			
<i>Family Developments</i>	<i># Units</i>	<i>Elderly Developments</i>	<i># Units</i>
Aster Park	65	Azalea Terrace	4
Arbor Oaks	32	Alders Point	21
Providence Place	57		
Willows Peake	161		

Local preferences include working families, and elderly and disabled families who receive benefits in lieu of working (i.e. Social Security, Social Security Disability, Workman’s Compensation, etc.). Among the challenges is the ever-increasing demand for Housing Choice Vouchers (HCV) rather than conventional public housing due in part to freedom of neighborhood choice by HCV recipients. The current waiting list for HCV assistance is approximately 3,500. The waiting list was reopened for one week in April 2010, and the Authority received over 6,000 applications. The Housing Authority of the City of Winston-Salem administers approximately 4,500 Housing Choice Vouchers throughout Forsyth County. The total annual budget authority for the Housing Choice Voucher program is approximately \$28 million. In addition to the regular Housing Choice Voucher Program, the Authority also administers 158 Section 8 Moderate Rehabilitation units and approximately 200 special-population vouchers.

**Public Housing Tenant Initiatives.** The PATH (People Achieving Their Highest) program continues to increase in enrollment and is a major part of the initiative to assist public housing tenants in growing out of poverty. The Authority is partnering with staffing agency and community organizations to host hiring events specifically for our tenants in order to gain employment. Job announcements are posted weekly on site for the tenants to review and apply. To date 16 tenants, throughout all public housing developments, have found full-time or part-time employment since their enrollment in the PATH program. The Authority is continuing to promote PATH in order to help tenants become self-sufficient and less reliant on federal and state subsidies.

The LEAD (Learn. Educate. Advance. Degree.) program has continued to assist tenants with their post-secondary educational needs. Thus far nine individuals are currently seeking their Associate’s Degree or Bachelor’s Degree. In 2015, one individual completed her Associate’s Degree in Medical Office Administration and moved to Hawaii with employment. The program will continue to focus on high school seniors, as well as adult learners, who are attending two-year or four-year schools to achieve their educational goals. Since the launch of the program, there has been an increase in college/university enrollment over short-term vocational training. This trend will continue to evolve as the program volume increases. The Authority has also partnered with local agencies such as Forsyth Technical Community College (FTCC) to become more aware of fields of study that are in demand based on the economic outlook within the labor market.

Resident Councils are active, and the Resident Advisory Council advises the Authority’s Board of Commissioners regarding policy decisions that affect all tenants. Crime in public housing remains low due in part to the new surveillance systems in most of the developments and to the cooperation between tenants, the Winston-Salem Police Department, and management staff. Resident Council members have been instrumental in recruiting additional tenants and assisting with designing concepts for the new community at Cleveland Avenue Homes as part of the Choice Neighborhoods Planning Grant.

**Other Resident Initiatives.** The Authority continues to utilize the ROSS grant to coordinate the self-sufficiency programs. The coordinator continues to work closely with the Program Coordinating Committee (PCC), which consists of local community and supportive service agencies, to address the gaps or barriers for our tenants in becoming economic independent. This year the coordinator worked closely with the committee in seeking strategies to help tenants gain meaningful employment. The Authority will utilize a software tracking system, “Outcome Tracker,” to interact with each committee member, track the services tenants are receiving to avoid duplication of services, and keep each committee member informed of what services tenants have received. It is anticipated this tracking software will deliver the information each agency needs in order to assist the tenant with moving towards becoming economically independent.

**Homeownership Opportunities.** The Housing Authority provides an opportunity for qualified residents to become homeowners through the Housing Choice Voucher (HCV) Homeownership Program. The HCV Program permits families who have a tenant-based voucher and participate in the Family Self-Sufficiency Program the option of purchasing a home with their assistance rather than renting. The Authority currently administers 57 HCV homeownership vouchers and has 4 additional closings scheduled within the next 60 days.

**Jurisdiction Housing Authority Relationship.** The Mayor of the City of Winston-Salem appoints all nine commissioners of the public housing agency. The jurisdiction participates in review of the comprehensive Public Housing Authority Plan in both five-year and one-year intervals. The Housing Authority participates in development of the jurisdiction's Consolidated Plan, including participation in public meetings. Collaboration between the jurisdiction and the Housing Authority insures that the Capital Fund Grant annual statement is consistent with the jurisdiction's assessment of low-income housing needs as evidenced in the Consolidated Plan.

Currently the City works closely with the Housing Authority in cross-referencing housing needs relating to low-income families and individuals. Systematic checks and balances as well as referrals are made where feasible. The two entities continue working in partnership on projects that provide a supply of affordable housing for low-income families and individuals.

#### **Hazard Reduction/Lead-Based Paint (LBP)**

**CDBG/HOME Hazard Reduction.** All applicable rehabilitation cases that were processed during the FY15 program year were administered utilizing the 2000 LBP rule. Staff attended the required two-year refresher training classes and were re-certified for another year. Twenty-one units were tested by an outside consultant. During the year, lead hazard reduction assistance was provided on four units at an average amount of \$8,154.22 per unit.

The City completed its ninth year utilizing the Niton XRF, which is used by trained staff in the inspection and risk assessment of lead in applicable rehabilitation cases. As a precursor to use of the XRF, the City continues to maintain the required North Carolina Radioactive Materials license to obtain and store radioactive materials. The license was successfully renewed in July of this program year. In addition, and as a requirement of licensure, a staff person is designated as Radiation Safety Officer. The primary duties entail oversight, storage, and management of the XRF. During this program year, an inspection of the XRF and the required licensing documentation was performed and approved by the North Carolina Radioactive Materials Agency. Continued use of the XRF machine has enabled staff to perform all lead testing inspections, thus providing them the experience required to maintain inspector and risk assessor certification. To date, two staff personnel are certified as Risk Assessors, and two staff personnel are certified as Lead Inspectors.

**Lead Hazard Control and Healthy Homes Housing Program Grant.** In August 2013, the City of Winston-Salem was awarded a three-year \$2,500,000 Lead Hazard Control and Healthy Homes Housing Program Grant (Lead Grant) to eliminate lead-based paint hazards as a threat to the long-term health of children less than six years of age in single and multifamily housing. The program is a collaboration between the City of Winston-Salem Community and Business Development Department, Forsyth County Health Department, Imprints, Winston-Salem State University Center for Community Safety, CHANGE, Hispanic Interaction, and other City of Winston-Salem departments.

Outreach activities and techniques have been a combination of conducting, partnering and/or attending community events or incorporating lead within the daily functions of partnering organizations. For the City of Winston-Salem, it has proven most effective to include lead information in the Homeowner Maintenance Class, which is a requirement for homeowners who have recently received any type of work and/or financial assistance to improve the quality of their homes. It has proven most effective for partner agencies to include lead material and educational information in their daily responsibilities, such as presentations or meetings with health providers and conducting parenting classes. As of June 30, 2015, 34 outreach events have been held reaching 762,420 people, 41 lead inspections have been completed, and 19 units have been completed. During FY15, 19 completed cases used \$265,854.08 in Lead Grant funds, either alone or in combination with other City rehab funds.

### **Anti-Poverty Efforts**

Key components of the City's anti-poverty strategy are economic self-sufficiency and wealth building. In addition to activities described in Part IV: Continuum of Care, the City provided CDBG funds for case management to Experiment in Self-Reliance (ESR) to assist people who are formerly homeless, to the Piedmont Triad Regional Council to assist people re-entering society from prison, and to Veterans Helping Veterans Heal to assist homeless veterans who have a substance abuse and/or mental health issue. The City also provided local funds to ESR to provide free income tax preparation service and electronic filing to low-income filers. Eligible filers were encouraged to claim the earned income tax credit and other credits.

A primary means to build wealth is through homeownership. The City provided CDBG funding to Consumer Credit Counseling Service's Center for Homeownership to provide one-on-one homeownership counseling and homeownership education classes; the required matching funds for the IDA Program; homebuyer assistance to eligible first-time homebuyers with local and HOME funds; and development assistance with HOME funds to Habitat for Humanity.

The Northwest Piedmont Workforce Development Board, through the auspices of the Piedmont Triad Regional Council, is the regional recipient of Workforce Investment Act funds. Workforce development accomplishments can be found in Appendix E. The Winston-Salem Urban League operated the 2014 Summer Youth Employment Program, which placed 91 high school students aged 15-19 at 46 work sites for them to gain valuable job readiness skills and real world experience in the workplace.

### **Local Monitoring and Compliance**

The Community and Business Development Department has the direct responsibility for assuring program accountability in the use of Federal funds to support housing and certain economic development activities in the City and in the County. Fiscal and regulatory compliance monitoring are designed to assure that funded activities and program beneficiaries are eligible under program guidelines and that all applicable regulatory requirements are met. To the extent feasible, mechanisms are incorporated into program design, policies and procedures to provide internal control checks and balances and to assure that non-performance is detected and resolved in a timely manner.

**Administration by Agreement.** Whether activities are undertaken by non-profit organizations as “subgrantees” or by developers, activities are controlled by agreements that outline the scope of work, budget, documentation required for payment, reports to be submitted, and compliance regulations required. With rare exceptions, payment is made on a reimbursement basis. By linking fund disbursement to program performance documentation, funds are only disbursed for completed activities and not disbursed without adequate supporting documentation and performance data. During FY15, the department administered over 110 agreements under CDBG, HOME, ESG, Continuum of Care, and Housing Finance Fund (local) programs.

**Oversight of Development in Progress.** Site inspections by department staff are used to corroborate completion and/or progress of capital improvement activities. Monitoring of new construction, capital infrastructure, acquisition, clearance, and large-scale multi-family project activities is accomplished by Community and Business Development staff. Areas of focus consisted of inspections for rehab at NAACP, Chatham Mill Apartments, and Bethesda Center; new construction of Samaritan Ministry facility; ESG inspections for Family Services; inspections for new construction for Ridgewood Place and Habitat’s Neighborhood Revitalization Initiative projects; and monitoring inspections of various RUCAs (Revitalizing Urban Commercial Areas) projects as they progressed.

**On-Site Monitoring.** The City uses a risk-based approach to monitor Subgrantees on site for compliance with applicable rules and eligibility of program participants. The primary criteria for designating a Subgrantee as high risk include undertaking multiple activities or using multiple HUD funding sources, especially with relatively large amounts of funds; recent turnover among funded staff or a history of high turnover; and a prior history of concerns and findings. High-risk Subgrantees are monitored on-site annually, while low-risk Subgrantees may be monitored biannually. Medium-risk Subgrantees may be monitored on site biannually unless desk monitoring indicates an annual visit. CBD staff monitored 17 Subgrantees on site during FY15.

**Periodic Reporting.** Every program and/or activity has a periodic reporting requirement, which varies in scope and frequency as determined by volume of activity. These reports are generated by the staff, department or agency responsible for implementation and reviewed monthly/quarterly to determine progress, status and whether any corrective action is required. These reports also serve as the basis for compilation of performance reporting to HUD.

**Post-Completion Tracking.** Post completion tracking of multi-family rental projects includes property inspections, financial statements, resident characteristics, and expiration of deferral periods. Physical inspections of a sample of units, as determined by fund source and number of units, are conducted by the City’s Code Enforcement Division. Financial statements and resident information are reviewed by Community and Business Development’s Planning Division staff to determine if action is necessary.

Actions to meet underserved needs, foster and maintain affordable housing, eliminate barriers to affordable housing, and fill gaps in local institutional structure were taken as described in the Consolidated Plan and FY15 Action Plan.

## **PART VIII: LEVERAGING RESOURCES**

The results of the leverage of private funds for FY15 activities is addressed in Part III and depicted in Table 2. As reflected, new construction, homebuyer assistance, and large-scale, multi-family projects generate the most significant amount of leverage. The HOME match is further discussed in Part XII.

Continuum of Care funds leverage other public and private resources. The cumulative value of matching funds for all CoC projects during the year was \$445,801. These cash and in-kind funds come from resources such as United Way, the Kate B. Reynolds Charitable Trust, churches, businesses and private donors, as well as other public sources, such as federal and county funds. In addition to the matching funds, CoC and ESG funds leverage the remainder of the budgets of local homeless program operating budgets. The ESG match is discussed in Part XII.

## **PART IX: SUMMARY OF CITIZEN COMMENTS**

Availability of the CAPER was publicized in the Winston-Salem Journal and The Chronicle, two major local newspapers, and posted on the City web site. No comments have been received as of this publication.

## **PART X: SELF-EVALUATION**

The second year of the 2014-18 Consolidated Plan produced mixed results. Although the housing market has improved, the effects of the housing crisis continued to slow homebuyer assistance programs and construction of new single-family housing, with the exception of Habitat for Humanity, which serves as its own lender and benefits from its partnership with the City. Single-family rehabilitation slowed due to staff vacancies in the rehab program. Two multi-family rental developments experienced construction start delays, but construction completion is expected in FY16.

HUD in partnership with the City of Winston-Salem organized the Breaking Down Barriers: Strengthening Federal, State and Local Partnerships workshop held on September 18, 2014. The purpose was to bring together representatives from federal, state and local government and nonprofits to identify barriers in working together. The event was held at Winston-Salem State University, and representatives from HUD divisions in the Atlanta Regional Office, Environmental Protection Agency, and Administration for Children and Families participated by videoconference. HUD selected the workshop as a Best Practice project.

**Providing Decent Housing** – As depicted in Table 2, the City and County used CDBG, HOME, Lead Grant, and local funds to complete 127 units during FY15. Over half of the units were located in the Revitalization Strategy Area (NRSA). Two multi-family rental developments – Chatham Mill Apartments and Rockwood at Oliver’s Crossing – were under construction during the program year. Development in the Boston Thurmond Neighborhood Revitalization Initiative continued during the program year using HOME funds.

During the year the City continued its lead role in administering HUD programs for the homeless and assisting in staff support for the Continuum of Care. Details of progress are included in Part IV: Continuum of Care. The Continuum of Care funded 28 projects that serve homeless persons. In assessment of the overall system, the community served the majority of homeless sheltered at the appropriate emergency or transitional level, although seasonal demand required implementation of an overflow shelter during the winter. The community is implementing rapid rehousing in an effort to reduce the need for shelter. The Continuum of Care developed a coordinated intake center and expanded the rapid re-housing availability through a collaboration of agencies and programs. Local agencies continued to use the statewide HMIS.

**Providing A Suitable Living Environment** – Non-housing activities implemented in FY15 to meet identified needs included funding to nine projects that provided public services to low- and moderate-income persons, funding to one project for planning activities, funding for neighborhood and tenant organizational activities by Neighbors for Better Neighborhoods, supportive services for homeless

persons, and shelter and rapid re-housing for homeless persons with ESG funds. Construction of a new emergency and soup kitchen by Samaritan Ministries was also completed.

The City and County are responding to input received through extensive collaborative processes. Examples include the Continuum of Care process, the Council on Services for the Homeless, the Ten-Year Plan Commission on Homelessness, the Winston-Salem Community Development Support Collaborative (Funders Collaborative), ongoing technical assistance to non-profit housing development organizations, and response by Community Assistance Liaisons and Neighborhood Specialists to citizen and neighborhood concerns.

**Expanding Economic Opportunities** – The City continued to address business development as a basis for economic investment, job growth and retention in the Neighborhood Revitalization Strategy Area. Two businesses completed projects and created ten jobs as a result of financial assistance from the Small Business Loan Program during FY15. In FY15, one cohort totaling 31 persons completed the Youth Build Program, and 32 persons completed the Contractor Business Program. Construction of a spec building in the Brookwood Business Park was completed during the program year. Other economic development accomplishments can be found in the Neighborhood Revitalization Strategy summary in Appendix E.

**Program Timeliness** – The City met the CDBG drawdown ratio for FY15 of having less than 1.5 times the CDBG entitlement grant in the line of credit on May 2, 2015. The City met the HOME commitment and drawdown deadlines for FY15, namely commitment of HOME entitlement funds within two years, reservation of at least 15% of HOME funds to CHDOs within two years, and drawdown of HOME entitlement funds within five years. The City also met the ESG drawdown requirement of drawdown of ESG funds within two years.

## **PART XI: CDBG PROGRAM REQUIREMENTS**

### **1. The Relationship of CDBG Expenditures to Plans, Strategies and Priorities:**

Program accomplishments have been summarized in Parts I and II. CDBG funds were expended for the single-family rehabilitation program, including program operating costs; loans and technical assistance to for-profit businesses; operating costs to non-profit agencies that provide counseling and case management, employment training, and assistance to neighborhood groups; public facilities and improvements; planning and administration; and repayment of Section 108 loans. The majority of single-family rehabilitation and emergency repair activities are financed with CDBG funds. The Table 4 summary of production by income reflects low-and moderate-income benefit for all federally funded program activities, and the Financial Summary reflects 94.5% low/mod benefit.

### **2. Changes in Priorities and Objectives:**

No changes took place. Efforts are being focused on stretching limited funds to “do more with less.

### **3. Status Summary:**

The City pursued resources identified in the Annual Plan, including completion of a consolidated Continuum of Care application. Certifications of Consistency with the Consolidated Plan were provided to organizations applying for applicable federal funds as well as a combined certification for all Continuum of Care projects. The City also coordinated local agency participation in the Emergency Solutions Grant Program operated by the state Department of Health and Human Services. There was no known hindrance of attainment of goals/objectives through action or inaction.

#### 4. National Objectives:

Grantee funds were used exclusively to meet national objectives.

#### 5. Displacement and Relocation:

No CDBG funds were used for permanent displacement and relocation during FY15.

#### 6. Economic Development:

No economic development activities were undertaken during FY15 where jobs were “made available to” low- and moderate-income persons. All jobs created were “held by” low- and moderate-income persons. Economic development accomplishments can be found in Part V.

#### 7. Limited Clientele Activities:

During FY15, the City funded one presumed benefit activity, which served homeless veterans, and one nature/location activity, which served former prisoners re-entering society. The other limited clientele activities served families who were formerly homeless or at risk of homelessness, potential homeowners, and Section 3 residents. The agencies carrying out these activities documented low/mod status by collecting information on income and household size.

#### 8. Program Income:

CDBG program income for the year ending June 30, 2015 was \$687,047.50. Appendix A further supplements the information for the CDBG program. CDBG program income is budgeted for eligible program activities and drawn on a first-in, first-out basis.

#### 9. Rehabilitation:

This program provides financial and technical assistance to qualified owner-occupants and investors to repair substandard properties. In targeted areas, low- and moderate-income owner-occupants are eligible for direct and deferred payment loans and investor-owners are eligible for direct payment loans to repair single-family dwellings. Investors are also eligible for direct payment loans to repair multifamily properties citywide. The Rehabilitation Division is also responsible for emergency repair assistance, architectural barrier removal assistance (handicap assistance), the Lead Safe Program, and YouthBuild Winston-Salem Training Program.

Rehabilitation accomplishments are addressed in Part III: Affordable Housing, and depicted in Tables 1-4. Of the City’s completed cases, 13 used CDBG and eight used HOME funds. In addition, 19 cases used the Lead Grant, either alone or in combination with these other funds.

An accurate workload summary is difficult since cases can take varying amounts of time to complete, and there are always units in process and a carryover of units begun in one year and completed in a following year. An accurate workload summary, as shown in Table 11, includes infeasible cases which are processed through staff review prior to obtaining bid estimates, cancelled cases that were approved by Loan Committee and later cancelled by the property owner, and carryover cases that were pending or under construction from the previous year. The City expended \$553,738.91 in CDBG funds, \$46,053.27 in HOME funds, and \$128,642.01 in Lead Grant funds for Rehabilitation Division staff costs in FY15.

# Applications Taken	77
# Referred to Loan Committee	63
# Approved by Loan Committee	56
# Approved In House	1
As of 6/30/15:	
# Completed	19
# Under Construction	9
# Pending	27
# Cancelled	1

## **10. Neighborhood Revitalization Strategy Area:**

The City developed benchmarks for the Neighborhood Revitalization Strategy Area in the areas of economic development and neighborhood development, approved as part of the FY 2009-2013 Consolidated Plan. Information on accomplishments is detailed in Appendix E. With the publication of 2014 Low/Moderate Income Summary Data based on 2010 census tracts and block groups in the summer of 2014, the City reviewed the strategy, including the strategy area, and submitted the prior HUD-approved strategy through the FY16 Annual Action Plan, as there had been no change to the strategy.

## **PART XII: HOME PROGRAM REQUIREMENTS**

### **1. HOME Match:**

Consistent with HOME program regulations, the City does not require a fund match for each project or activity, but rather match is derived from those projects and activities for which such is feasible and reasonable to be required. Since HOME match is based on HUD's fiscal year, the reporting period is October 1, 2013 to September 30, 2014. With a carryover of \$9,692,527.71, the current match contribution of \$362,290.23 continues to increase the amount of carryover to be applied against this year's liability of \$100,272.66, resulting in a new carry-over of \$9,954,545.28. HOME match was derived from County general fund dollars and private and in-kind funds raised by Habitat for Humanity for CHDO set-aside projects. The match report is attached as Appendix B.

### **2. Minority/Women Business Enterprise Participation:**

Minority/Women Business Enterprise participation for all programs is reported on the HUD 2516 form to be submitted by October 15th. The City, through the M/WBE Director, maintains a list of vendors that are certified by the State of North Carolina as Historically Underutilized Businesses (HUBs) and conducts outreach and assistance to eligible businesses to become HUB-certified. During FY15, the City established an MWBE Division within the Community and Business Development Department with a new Director position and a Program Coordinator to better assist MWBEs. There were six completed HOME projects of \$25,000 or more during FY15. Of those, one for \$37,824.06 was by a Black Non-Hispanic Enterprise, and five totaling \$252,501.49 were by an Asian or Pacific Islander Enterprise. None were Women Business Enterprises.

### **3. Results of Inspections of HOME-Assisted Units:**

Pursuant to loan agreements between the City and borrowers, property assisted with HOME, CDBG and/or local funds must be maintained in compliance with the Minimum Housing Code of the City and with Section 8 Housing Quality Standards, as applicable. A sample of units of property in the loan portfolio is inspected annually by the Code Enforcement Division of the City's Community and Business Development Department.

There are currently 1,529 units in 28 completed multi-family projects in the City and County's loan portfolio. There are an additional 230 units in two projects with City commitments for which construction is not complete or the provisions of the commitment have not been met. Of the completed projects, 523 units in 19 projects had HOME loan funds. One incomplete project, with eight HOME-assisted units, has HOME funds committed to it. Annual inspections of HOME-assisted projects are summarized in Table 12. Of the 201 units inspected in 2015, 10% were found to have major code violations, with 90% in standard condition or in need of only minor repairs.

<b>Table 12: HOME Property Inspections</b>				
<b>Project Name</b>	<b>Location</b>	<b>Total Units</b>	<b>Project Type</b>	<b>No. Inspected</b>
Alders Point	Mock Street	100	New Const	7
Arbor Oaks	Hope Lane	72	New Const	37
The Enclave	Enclave Way	68	New Const	11
Fifth Street Apts.	1423-1445 E. 5 <sup>th</sup> St.	12	Rehab	12
Fifth Street Apts. II	449-473 Dunleith Ave.	8	New Const	15
Gladstone	1301 Brookstown	17	Rehab	12
Goler Manor Apts.	601 N. Chestnut St.	79	New Const	14
Griffith Commons	Griffith & Burke Mill	74	New Const	18
HOME TBRA	Scattered Sites	55	TBRA	37
Hunt Park	Hunt Drive	60	New Const	4
LaDeara Crest	LaDeara Crest Lane	245	Rehab	0*
Orchard Creek	Orchard Creek Lane	64	New Const	4
Providence Place	Gillcrest	56	New Const	7
Spring Street	800 N. Spring St.	8	Rehab	4
Thirty-Six East Ext.	1225 E. 19 <sup>th</sup> St.	8	Rehab	4
University Court	Third & Dunleith	12	New Const	12
Vespers	1331 Clemmonsville	28	Rehab	6
<b>Total</b>		<b>890</b>		<b>201</b>
*LaDeara Crest will be inspected in the fall.				

#### **4. HOME Program Income:**

HOME program income for the year ending June 30, 2015 was \$678,376.70 for the City and \$58,400.00 for Forsyth County. HOME program income is budgeted for eligible program activities and expended on a first-in, first-out basis. In IDIS, the Consortium began the program year with \$110,563.37 in program income, received \$712,026.83, expended \$607,957.32, of which \$111,434.33 was for tenant-based rental assistance, and ended the program year with \$216,632.88.

#### **PART XIII: ESG PROGRAM REQUIREMENTS**

ESG entitlement funds were provided to five non-profit subgrantee agencies – Bethesda Center for the Homeless, Family Services, Samaritan Ministries, The Salvation Army, and United Way of Forsyth County – and used to support the operation and maintenance of emergency shelters and rapid re-housing for homeless individuals and families. No homelessness prevention, street outreach, or administrative activities were funded. A total of \$167,036.43 in ESG entitlement funds were expended during FY15. ESG matching funds totaling \$167,036.43 were provided by the subgrantee agencies from other federal funds. The following tables summarize ESG accomplishments.

<b>Table 13: Household Information for ESG Activities</b>					
	<b>Number of Persons in Households</b>				
	<b>Street Outreach</b>	<b>Shelter</b>	<b>Rapid Re-Housing</b>	<b>Homelessness Prevention</b>	<b>Total</b>
Adults	0	1,355	222	0	1,577
Children	0	385	111	0	496
Don't Know/Refused	0	0	0	0	0
Missing Information	0	16	0	0	16
<b>Total</b>	<b>0</b>	<b>1,756</b>	<b>333</b>	<b>0</b>	<b>2,089</b>

<b>Table 14: Gender and Age for All ESG Activities</b>			
Male	1,202	Under 18	496
Female	869	18-24	188
Transgender	1	Over 24	1,389
Unknown	17	Don't Know / Refused	0
<b>Total</b>	<b>2,089</b>	Missing Information	16
		<b>Total</b>	<b>2,089</b>

<b>Table 15: Race and Ethnicity for All ESG Activities</b>	
<b>Race:</b>	
White	622
Black or African American	1,303
Asian	4
American Indian or American Native	16
Native Hawaiian or Other Pacific Islander	7
Black or African American & White	3
American Indian or American Native & Black or African American	0
Other Multiracial	11
Unknown	7
<b>Ethnicity:</b>	
Hispanic	66
Not Hispanic	1,835
<b>Total</b>	<b>1,901</b>

<b>Table 16: Special Populations Served</b>				
<b>Subpopulation</b>	<b>Total Persons Served – Prevention</b>	<b>Total Persons Served – Rapid Re-Housing</b>	<b>Total Persons Served - Emergency Shelters</b>	<b>Total Persons Served</b>
Veterans	0	5	145	150
Victims of Domestic Violence	0	105	285	390
Elderly	0	2	47	49
HIV/AIDS	0	3	13	16
Chronically Homeless	0	61	309	370
<b>Persons with Disabilities:</b>				
Severely Mentally Ill	0	110	353	463
Chronic Substance Abuse	0	55	188	243
Other Disability	0	0	323	323
Total (unduplicated if possible)	0	174	909	1,083

<b>Table 17: Shelter Capacity</b>	
Number of New Units – Rehabbed	0
Number of New Units – Conversion	0
Total Number of bed - nights available	101,835
Total Number of bed - nights provided	96,433
Capacity Utilization	94.7%

<b>Table 18: ESG Expenditures in FY15</b>			
	<b>FFY 2012 Funds</b>	<b>FFY 2013 Funds</b>	<b>FFY 2014 Funds</b>
Rental Assistance	0	0	0
Housing Relocation and Stabilization Services - Financial Assistance	0	0	0
Housing Relocation & Stabilization Services - Services	0	0	0
Homeless Prevention under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Homelessness Prevention</b>	<b>0</b>	<b>0</b>	<b>0</b>
Rental Assistance	0	1,851.00	17,405.92
Housing Relocation and Stabilization Services - Financial Assistance	0	8,150.38	32,287.51
Housing Relocation & Stabilization Services - Services	0	3,236.34	13,343.51
Homeless Assistance under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Rapid Re-Housing</b>	<b>0</b>	<b>13,237.72</b>	<b>63,036.94</b>
Essential Services	0	0	0
Operations	0	8,815.03	81,946.74
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
<b>Subtotal Emergency Shelter</b>	<b>0</b>	<b>8,815.03</b>	<b>81,946.74</b>
Street Outreach	0	0	0
HMIS	0	0	0
Administration	0	0	0
<b>Subtotal Other Grant Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total ESG Funds Expended</b>	<b>0</b>	<b>22,052.75</b>	<b>144,983.68</b>

<b>Table 19: ESG Match Requirement</b>			
	<b>FFY 2012</b>	<b>FFY 2013</b>	<b>FFY 2014</b>
Other Non-ESG HUD Funds	0	0	0
Other Federal Funds	0	22,052.75	144,983.68
State Government	0	0	0
Local Government	0	0	0
Private Funds	0	0	0
Other	0	0	0
Fees	0	0	0
Program Income	0	0	0
<b>Total Match Amount</b>	<b>0</b>	<b>22,052.75</b>	<b>144,983.68</b>

Financial Summary					
Grantee Performance Report		U.S. Department of Housing and Urban Development			
Community Development Block Grant Program		Office of Community Planning & Development			
City of Winston-Salem		B14MC370011	From 7/1/14 To 6/30/15		
<b>Part I: Summary of CDBG Resources</b>					
1	Unexpended CDBG funds at end of previous reporting period				4,013,459.62
2	Entitlement Grant from form HUD-7082				1,959,199.00
3	Surplus Urban Renewal Funds				0.00
4	Section 108 Guaranteed Loan Funds (Principal Amount)				0.00
5	Program income received by:		Grantee	Subrecipient	
a.	Revolving Funds		0.00	0.00	
b.	Other (identify below)		687,047.50	0.00	
	Total Program Income		687,047.50	0.00	687,047.50
6	Prior Period Adjustments (if negative, enclose in brackets)				0.00
7	Total CDBG Funds available for the use during this report period				6,659,706.12
<b>Part II: Summary of CDBG Expenditures</b>					
8	Total expenditures reported on Activity Summary				2,394,363.92
9	Total expended for Planning & Administration				181,183.67
10	Amount subject to Low/Mod Benefit Calculation				2,213,180.25
11	CDBG funds used for Section 108 principal & interest payments				501,050.90
12	Total expenditures (line 8 plus line 11)				2,895,414.82
13	Unexpended balance (line 7 minus line 12)				3,764,291.30
<b>Part III: Low/Mod Credit This Reporting Period</b>					
14	Total Low/Mod credit for multi-unit housing expenditures				0.00
15	Total from all other activities qualifying as low/mod expenditures				2,091,546.28
16	Total (line 14 plus line 15)				2,091,546.28
17	Percent benefit to low/mod persons (line 16 divided by line 10 this reporting period)				94.50%
<b>Part IV: Low/Mod Benefit for Multi-Year Certifications</b> (Complete only if certification period includes prior years)					
Program years (PY) covered in certification PY 2012 PY 2013 PY 2014					
18	Cumulative net expenditures subject to program benefit calculation				6,382,686.40
19	Cumulative expenditures benefiting low/mod persons				6,138,652.43
20	Percent benefit to low/mod persons				96.18%
<b>Part V: For Public Service (PS) Activities Only: Public Service Cap Calculation</b>					
21	Total PS expenditures				297,304.15
22	Total PS unliquidated obligations				84,095.60
23	Sum of line 21 and line 22				381,399.75
24	Total PS unliquidated obligations reported at the end of the previous reporting period				114,959.75
25	Net obligations for public services (line 23 minus line 24)				266,440.00
26	Amount of Program Income received in the preceding program year				894,240.80
27	Entitlement Grant Amount (from line 2)				1,959,199.00
28	Sum of lines 26 and 27				2,853,439.80
29	Percent funds obligated for Public Service Activities (line 25 divided by line 28)				9.34%
<b>Part VI: Planning and Program Administration Cap Calculation</b>					
30	Amount subject to planning and administrative cap (grant amount from line 2 plus line 5)				2,646,246.50
31	Amount expended for Planning & Administration (from line 9 above)				181,183.67
32	Percent funds expended (line 31 divided by line 30)				6.85%

## Winston-Salem Neighborhood Revitalization Strategy

<b>Economic Development</b>				
<b>Activity</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Partners</b>	<b>Progress Through 6/30/15</b>
Liberty Street Redevelopment Project	Revitalize a commercial corridor to provide entrepreneurial opportunities, jobs and job training.	Complete redevelopment of Phase 1 redevelopment properties. Purchase Phase 2 properties as funding permits.	Lead: Business Development Div., Liberty Community Development Corporation	In FY15, the Liberty Street Vendor Market opened.
Wake Forest Innovation Quarter (formerly the Piedmont Triad Research Park)	Develop high tech park and create technology related jobs and establish contextual training programs.	\$20,000,000 in new investment and 300 new jobs, train at least 30 NRSA residents, employ at least 20 NRSA residents.	Lead: Business Development Div., Wake Forest Health Sciences, Idealliance, Winston-Salem Business Inc.	WFIQ has grown to be home to more than 50 companies and over 3,000 employees
Brookwood Business Park (former Airport Business Park)	To develop a 75 acre industrial, light manufacturing park to provide job and business development opportunities for NRSA residents.	Market and sell Phase 1, complete infrastructure development for Phase 2.	Lead: Business Development Div.	Construction has been completed on an 8,000 sf building marketed to warehouse and light manufacturing companies.
Air-related Business Park (Airport Project/2)	To study the development of a 100-acre air-related manufacturing park to provide job and business development opportunities for NRSA residents.	Study completed for development project by 2005. If possible and practical, land acquired and infrastructure installed at least two major tenants within the five years, at least 25% of new employees to be NRSA residents.	Lead: Airport Commission	Financial and market conditions have delayed the project.
Target Area Economic Development Program	To provide low interest loan and/or grant assistance up to \$50,000 to businesses locating within targeted NRSA areas	Assist 5 businesses. Create 30 new jobs for NRSA residents.	Lead: Business Development Div.	The Business Development Division has assisted 7 businesses in the target area.
Small Business Loan Program	To provide low interest loans in tandem with commercial lending institutions to new and expanding businesses located within economically distressed areas of the City	Assist 50 businesses. Create 100 new jobs for NRSA residents.	Lead: Business Development Div.	During FY15, 3 loans were presented to Small Business Loan Committee. Two previously approved loans were completed totaling \$70,000.
Microenterprise Loan Program	To provide small, short-term loans to start-up businesses, which do not meet the underwriting requirements of conventional lenders.	Assist 75 businesses	Lead: Business Development Div., MicroEnterprise Loan Program	The MELP completed 4 loans.

## Winston-Salem Neighborhood Revitalization Strategy

<b>Economic Development</b>				
<b>Activity</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Partners</b>	<b>Progress Through 6/30/15</b>
Service Corps	Designed to provide training and employment opportunities for at-risk young adults. Special emphasis is placed on young offenders, homeless and high school dropouts.	Assist 50 participants in obtaining full, unsubsidized employment	Lead: Northwest Piedmont Council of Governments Workforce Development Program with the Service Corp Advisory Board	300 participants served.
Contextual Job Training	Provide youth ages 14 to 21 with an opportunity to become involved in entrepreneurial activities or training to employment. Post secondary education opportunities attached.	Establish program. Train 100 NRSA residents	Lead: Forsyth Technical Community College, Chamber of Commerce, Winston –Salem Business Inc., Workforce Development Board, Kid Commerce	86 participants completed Summer Youth Employment Program
Project Fresh Start	Provide employment program to offenders coming back into the NRSA neighborhoods from prison or who are at risk of offending. Attend notification through the Police Department.	Assistant 40 NRSA residents.	Lead: Northwest Piedmont Council of Governments Workforce Development Program, Center for Community Safety, Winston-Salem Police Dept., Urban League, and Vision Works	Project Fresh Start no longer exists. Aspects of the program have been integrated into Service Corps, the Collaborative for Reentry Enhancement (juvenile services) and the Police Department’s Offender Notification program.
Project Reentry	Provide pre- and post-release programming in the areas of employment, training and supportive services to offenders being released from NC Department of Correction prison facilities into the community	Assist 400 inmates/ex-offenders annually	Lead: Northwest Piedmont Council of Governments Criminal Justice Dept., NC Dept. of Correction, community and faith-based service providers	During FY15, the program served 153 persons.
Employment Resource Center JobLink Career Center Job Search/Job Readiness	Provide assistance to motivated individuals to meet job readiness needs, including additional classroom instruction, resume development, educational support services	Develop program. Assist 500 NRSA residents.	Lead: JobLink Career Center, Employment Security Commission, Goodwill Industries, Forsyth County Dept. of Social Services, Workforce Development Dept., Forsyth Technical Community College	The NCWorks Career Center in Forsyth County provided assistance to job seekers. Forsyth County also has six SHARE access points.

## Winston-Salem Neighborhood Revitalization Strategy

<b>Economic Development</b>				
<b>Activity</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Partners</b>	<b>Progress Through 6/30/15</b>
JobLink Career Center Information System	Develop a geographic information system to enhance interagency case management, strengthen strategic and management planning capability, and rationalize support service logistics	Develop information system	Lead: Winston-Salem and Forsyth County Management Information and Systems Departments, Forsyth County DSS, Workforce Development Dept., Winston-Salem Transit Authority	The NCWorks Career Center in Forsyth County provided assistance to job seekers. Partners provide employment, training, and supportive services based on jobseekers needs.
Transitional Jobs	Provide employment program for the hardest-to-serve young adults (17-24) in the NRSA. The plan is in its inaugural stages. It has the support of the Mayor of Winston-Salem.	Place 45 participants in jobs	Lead: Northwest Piedmont Council of Governments Workforce Development Program with the Center for Community Safety	The City Of Winston Salem partnered with the Winston-Salem Urban League to place 86 youth in summer employment.
Section 3 Training Initiative/1	To expand the Construction Jobs Training Program; and enhance the program through the addition of contextual training in the skilled construction trades.	Develop and implement an expanded construction training program, graduate up to 20 construction contractors/year.	Lead: Community and Business Dev. (CBD) Rehab Div., Forsyth Technical Community College	In FY15, Youth Build replaced the Construction Training Program. One cohort participated during FY15 in which 31 participants graduated.
Section 3 Training Initiative/2	To expand the Contractor Training Program; and enhance the program through the addition of contextual training in the skilled construction trades.	Develop and implement an expanded construction training program, graduate up to 20 construction contractors/year.	Lead: Business Development Div., Forsyth Technical Community College	During FY15, 32 participants attended at least six of the eight sessions as required to receive a certificate of completion of the program.
Business Training and Assistance Program	To provide business assistance and referrals to entrepreneurs seeking to become owners or operators of small businesses.	Provide assistance to up to 50 new businesses in the NRSA over the next five years.	Lead: Business Development Div., Chamber of Commerce, Forsyth Technical Community College, Winston-Salem State University	During FY15, the Small Business Loan Program assisted over 75 businesses with business plans and technical assistance. S.G. Atkins CDC's small business incubator remains fully occupied.
Brookstown Project	Provide assistance to bring Phase 2 development to fruition.	Create jobs for NRSA residents.	Lead: Business Development Div.	One market-rate rental development was completed and is leased.
Revitalizing Urban Commercial Areas (RUCA)	Expand RUCA program to additional areas.	Rehabilitate buildings and install public infrastructure	Lead: Business Development Div., City/County Planning Board (CCPB), Engineering, Inspections	RUCA Phase II - 3 commercial center projects have completed renovations affecting 50 different businesses. Two projects are ongoing.

<b>Neighborhood Development</b>				
<b>Activity</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Partners</b>	<b>Progress Through 6/30/15</b>
Northeast Winston #2 Redevelopment	Construct single-family units	Construct and sell 25 units to home buyers	Lead: Housing Development Div., Real Estate Office, Habitat for Humanity, Builders	25 lots available for purchase for single-family home construction.
Northeast Winston #3 Redevelopment	Develop redevelopment plan in conjunction with neighborhood association, if funds permit.	Complete plan, initiate acquisition, relocation, clearance.	Lead: Housing Development Div., CCPB, CBD, Real Estate	Plan deferred due to budget constraints.
Lincoln-Maywood Redevelopment	Construct single-family units	Complete construction of remaining 2 units to home buyers	Lead: Housing Development Div., Builders	Two remaining lots available for purchase/home construction
Liberty-Patterson #2 Redevelopment	Construct single-family units	Complete construction and sale of 5 single-family units to 1 <sup>st</sup> time buyers.	Lead: Housing Development Div., Real Estate	Four remaining lots available for single-family home construction.
Old Cherry #2 Redevelopment	1) Acquisition, relocation, clearance 2) Construct single-family units	Acquire property as result of Operation Impact, relocation, clearance. Construct and sell 15 of 21 units to 1 <sup>st</sup> time buyers	Lead: Housing Development Div., Habitat for Humanity, Builders	Two single-family homes completed and sold by Habitat.
Happy Hill Redevelopment	1) Acquisition, relocation, clearance in Phase 2 and Phase 3 if funds permit. 2) Construct single-family units	Complete acquisition, relocation clearance. Construct and sell 21 units to home buyers. Sell 7 lots to HAWS for HOPE VI development.	Lead: Housing Development Div., Housing Authority (HAWS), Habitat for Humanity	The housing market adversely affected efforts in the Redevelopment Area.
Goler Depot Street Revitalization	1) Complete Goler Heights townhouses and Craver rehab project 2) Complete Patterson Ave. Project 3) Complete Goler Lofts/Patterson Avenue	Construct and sell remaining two townhouse units. Lease/sell Craver units. Select developer/builder, attain financing for, and complete construction and occupancy of Patterson Ave. Project.	Lead: Goler CDC, Housing Development Div.	Goler CDC completed and sold two townhouses.
Public Improvements	Provide street/utility construction in Redevelopment and special project areas and upgrade recreation facilities	Engineer and install street and utility improvements in five areas and complete replacement of 1 recreation center (Hanes Hosiery) with upgrades in other centers	Lead: Public Works, Recreation; Housing Development Div.	Replacement of water/sewer lines in the 28 <sup>th</sup> Street area.

<b>Neighborhood Development</b>				
<b>Activity</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Partners</b>	<b>Progress Through 6/30/15</b>
Multi-Family Rehabilitation	Provide rehabilitation financing for rental units in properties of 4+ units	Complete Forest Ridge rehab. Commit financing for rehab of 75 units within the NRSA.	Lead: Private for-profit and non-profit developers, Housing Development Div.	Conversion of the historic Chatham Mill to 166 rental units under construction.
Multi-Family Production	Provide permanent financing for construction of New Multi-Family Housing	Commit financing for 94 units within the NRSA.	Lead: Private for-profit and non-profit Developers, Housing Development Div.	None in the NRSA during FY15. Rockwood at Oliver's Crossing (64 units) under construction. Abbingdon Gardens of Winston-Salem (96 units) approved.
Public Housing Revitalization	1) Complete homeownership units for Kimberly Park Terrace revitalization. 2) Complete homeownership units for Happy Hill Gardens revitalization. 3) Develop comprehensive strategy for long-term revitalization of Cleveland Homes and Piedmont Circle public housing developments	1) Complete Phase III A of Kimberly Park (28 SF units) and Phase III C Glenn Oaks (82 SF units). 2) Complete 59 SF and 89 townhouse units.	Lead: Housing Authority of Winston-Salem (HAWS)	1) Sale of the remaining lots in Glenn Oaks to Habitat under review by HUD. 2) The housing market adversely affected efforts in the Happy Hill HOPE VI project. 3) HAWS awarded a Choice Neighborhoods Planning Grant for the Cleveland Avenue area. Camden Station Apartments is under construction.
First Time Homebuyer Assistance	Provide soft second mortgages for acquisition of newly constructed or existing housing by first-time home buyers, with or without rehabilitation.	1) Provide second mortgages for up to 250 units 2) Provide financing for 25 purchase-rehab loans	Lead: Housing Development Div., Forsyth County, Neighborhood CDCs, Financial Institutions	Provide second mortgage assistance to 10 homebuyers and for one purchase-rehab assistance units during FY15.
Non-Profit Construction and Purchase/Rehab	Provide construction financing to neighborhood non-profits for construction and sale or rehabilitating homes for resale to first-time homebuyers	Provide 20 construction loans to CDCs for new construction or rehab-resale	Lead: Housing Development Div., CDCs, Builders	Three single-family homes in Ridgewood Place under construction. Seven parcels in East End Revitalization area acquired.
Housing Counseling	Provide pre-and post-purchase one-on-one counseling and group education	300 households participate in homebuyer education per year and to provide 240 one-on-one counseling sessions per year	Lead: Center for Homeownership	A total of 309 households were provided individual or group education services, of which 78% were low-mod income.

<b>Neighborhood Development</b>				
<b>Activity</b>	<b>Objective</b>	<b>Outcomes</b>	<b>Partners</b>	<b>Progress Through 6/30/15</b>
Marketing	Develop marketing strategy focusing on advantages of living in NRSA as owners or renters	Attract 10 buyers per year to NRSA neighborhoods and attract 20 new owners per year to participate in the Section 8 program.	Lead: Housing Development Div., HAWS	Habitat attracted 11 buyers to the Cherry/Boston-Thurmond Neighborhood Revitalization Initiative area. Approximately 95 new owners participated in the Housing Choice Voucher (Section 8) Program.
Fair Housing: outreach, education	Conduct ongoing education on housing choice, landlord tenant rights, mortgage lending. Initiate testing in instances of suspected discrimination.	Provide outreach and education to 400 consumers per year. Increase fair housing testing.	Lead: Human Relations	Human Relations Department received approximately 500 housing-related inquiries and complaints during the year
Capacity Building	Provide strategic planning, leadership and board training for non-profit CDCs/CDEs	Support Funders Collaborative	Lead: Neighbors For Better Neighborhoods, Winston-Salem Foundation, Housing Development Div.	NICL has restructured its training from semi-annual conferences to monthly weekend training events. Five CDCs/CDEs received capacity building services through the Funders Collaborative
Neighbors For Better Neighborhoods	Provide operating and technical assistance support to facilitate development of neighborhood capacities	Assist at least 15 neighborhood or tenants organizations per year in carrying out community planning and self-help initiatives	Lead: Winston-Salem Foundation; Housing Development Div.	NBN provided significant assistance to 7 neighborhood associations and groups.
Crime Prevention and Reduction Efforts	Develop and expand community-based initiatives to address the drug and crime problems within NRSA neighborhoods.	Continue Weed and Seed Program in 5 neighborhoods, 10 youth crime watch chapters, five safe havens and four teen centers; begin six other projects e.g. Salem All-Stars and 4-H Clubs in the next 5 years.	Lead: Center for Community Safety	Weed and Seed funds were discontinued. Crime Watch, Safe Havens and teen centers continued. Smart Policing Initiative; Chronic Offender Reviews; Gang reduction.