Proposed Consolidated Housing and Community Development Plan 2015-2016 Annual Plan

Winston-Salem /Forsyth County Housing Consortium
May 15, 2015

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Executive Summary

The Consolidated Housing and Community Development (CHCD) Plan integrates the assessment of need, program planning, program fund requests, and performance reporting into an integrated, collaborative process for jurisdictions eligible to receive one or more of the four formula entitlement programs. Under the Consolidated Plan, the City of Winston-Salem receives Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds, and the combined city-county Winston-Salem/Forsyth Housing Consortium receives HOME Investment Partnership (HOME) funds.

The five-year CHCD plan, with annual action plan submissions, is a comprehensive planning tool for the definition of lower-income and special population housing needs, by type and scale, with accompanying priorities, strategies and programs to address the identified housing and other supportive service needs. The CHCD also contains non-housing community development needs and activities, traditionally eligible under the CDBG program. The purposes and advantages of the consolidated plan are as follows:

- To enable communities to develop a comprehensive housing and community development vision and to address local needs in an integrated manner with HUD funded program resources.
- To integrate planning and implementation of related needs – infrastructure, environmental protection, fair housing, supportive services and economic growth coordinated with human development.
- To allocate resources addressing physical and support needs of the homeless and populations with special needs along the "continuum of care."
- To facilitate "bottom-up" planning, collaboration, and public-private community partnerships.
- To reduce paperwork, improve accountability and measurable performance reporting and measurement.
- To provide a single grant submission which describes the annual investment plan, containing proposed activities and proposed expenditures within the context of the five-year strategies.

This CHCD plan complies with consolidated plan submission requirements contained in the January 5, 1995 final rule, as amended, as well as compliance with the statutory requirements of CDBG and ESG for local entitlement communities and the HOME program for Consortia. It is also consistent with the Consolidated Plan template introduced by HUD in summer 2012.

In 1992 the Winston-Salem/Forsyth Housing Consortium was formed by resolutions of the City of Winston-Salem as the lead entity, Forsyth County, and all of the other municipalities of the County to enable the entire county to qualify as an entitlement “participating jurisdiction” under the HOME Investment Partnership Program. The Consortium has been renewed every three

years, most recently in spring 2013, and consists of the City of Winston-Salem, Forsyth County, and the cooperating municipalities of Bethania, Clemmons, Kernersville, Lewisville, Rural Hall, Tobaccoville and Walkertown.

The 2015-2016 Annual Plan represents the third year of the 2014-2018 Five-Year Consolidated Plan. An evaluation of past performance is included in the Five-Year Plan. Program activities within the Plan represent the continuation of ongoing programs, previously approved project activities, and initiation of limited new activities and recommendations.

Highlights of the 2014-2015 Annual Plan

The City's allocation of CDBG grant funds is $1,970,321 (a 0.6% increase), $916,843 (a 6.4% decrease) in HOME funds, and $174,636 in ESG funds (a 9.9% increase), for an overall allocation decrease of 1.2%. The City will receive $751,843 of the HOME funds, and the County $165,000. The City will receive an additional $1,544,400 in Continuum of Care funds on behalf of local agencies providing homeless program services beginning in the fourth quarter of the FY16 program year. The City also expects to receive $208,988 in additional ESG funds from the State of North Carolina during FY16.

The projected decrease in HUD funds and projected increase in program income has somewhat eased the challenges to funding projects. The results are: 1) no reduction in commitments to subgrantees for program operations; 2) increased funding for projects that assist the homeless; and 3) continued funding for single-family production and homebuyer assistance due to steady improvement in the housing market. The budget maintains appropriations for the rehabilitation program and for financial and technical assistance to small businesses. One-time, special projects and financing commitments for FY16 are summarized as follows:

- Up to $200,000 to North Carolina Housing Foundation in support of rehabilitation at The Commons, which provides transitional housing for homeless families with minor children, autistic young adults, and youth aging out of foster care. Assistance is anticipated as a deferred/forgiven loan.

Housing rehabilitation, including purchase-rehab, is the forefront category of program activity, relative to the allocation of funds, totaling $3,189,304, or 35.4%, of total projected expenditures. Financing is in place to meet homebuyer demand in redevelopment areas and City assisted subdivisions and locations where activity is projected to take place and in scattered site infill locations to be developed by Habitat for Humanity. Funds for the Individual Development Account (IDA) program end on September 30, 2014, and community leaders are seeking funds to continue and expand the program.

AVAILABLE RESOURCES

Identified financial resources include the CDBG, HOME and ESG Program grants from HUD; CDBG and HOME program and investment income, which are generated primarily by loan repayments; Continuum of Care funds; ESG funds through the State of North Carolina; and the remaining balance of general obligation bonds approved in 2014 and Housing Finance Funds (local), and Lead-Based Paint Hazard Control and Healthy Homes Grant funds. Program income projections are based on recent experience as reasonably anticipated to be available. The following table identifies the projected expenditure of these resources during FY16 in general program categories.

ACTIVITY	TOTAL	FEDERAL SOURCES (New Appropriations)			LOCAL	
		CDBG/PI	HOME/ PI	ESG/CoC	HFF	Prior Year Funds
Housing Rehab and Operations	3,039,304	1,153,081	585,923		52,000	1,248,300
Neighborhood Dev: Acq-Clearance	226,530	135,670			90,860	0
Housing Production/Infrastructure.	1,238,000		138,000		600,000	500,000
Homebuyer Assistance	173,500		48,500			125,000
Economic Dev/Self-Sufficiency	628,000	328,000			300,000	0
Public Services/Homeless Assist	3,102,754	273,060	240,000	1,928,024	601,670	60,000
Section 108 Loan Repayment	439,000	439,000				0
Planning/Training, Capacity/Other	240,930	191,510	39,420		10,000	0
TOTAL	9,088,018	2,520,321	1,051,843	1,928,024	1,654,530	1,933,300

OBJECTIVES AND OUTCOMES

The strategy for meeting the goals identified in the Five-Year and Annual Plans centers on five goals, each with supporting strategies and programs. The goals are: Housing Conservation and Neighborhood Revitalization, Neighborhood Development and Housing Production, Expanding Access and Opportunities, Expanding Economic Opportunities, and Expanding Coordination and Accountability. A summary of the proposed objectives and outcomes of completed housing units in FY16 is provided in the table.

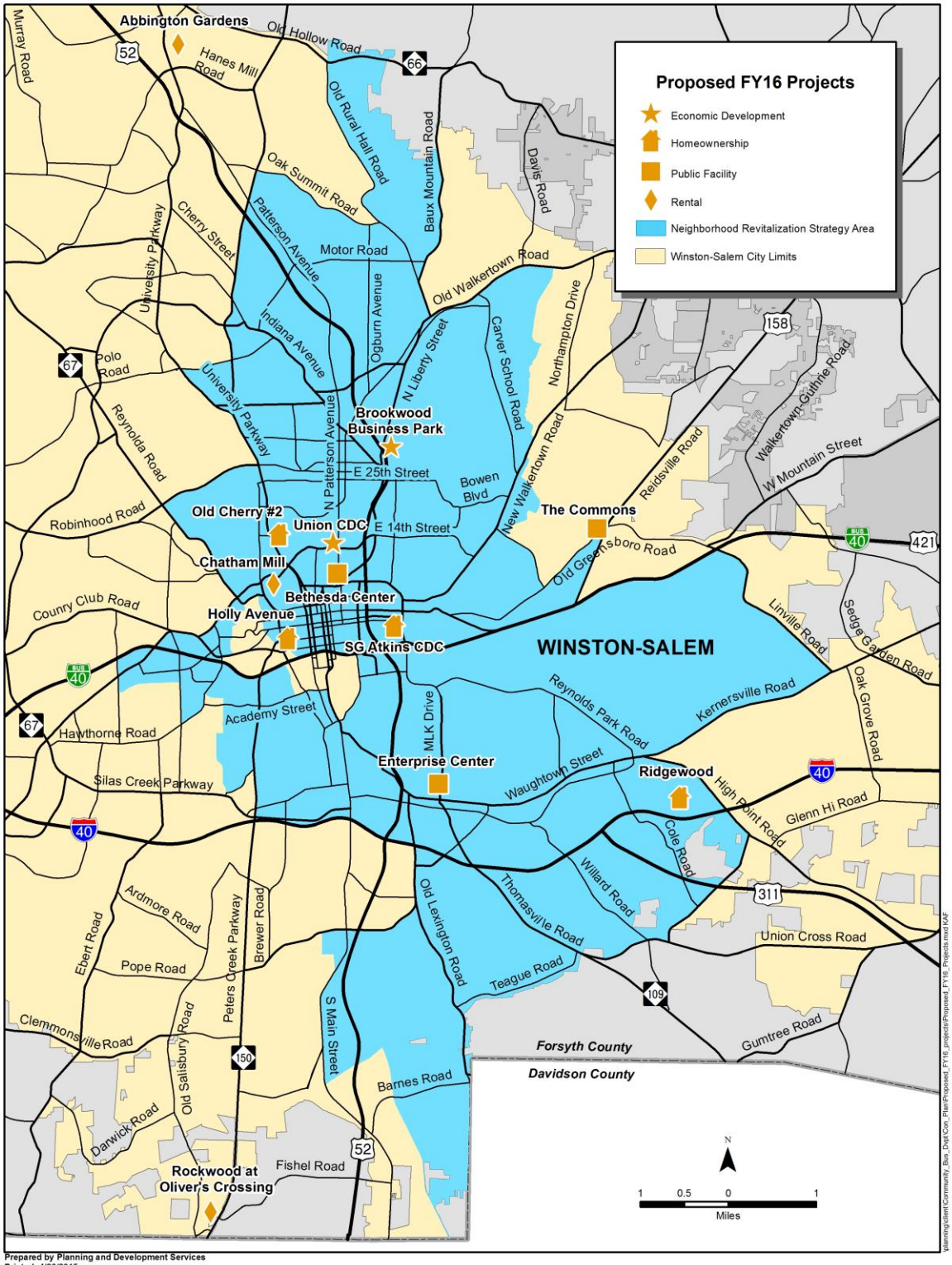
FY16 Summary of Housing Completions

Objective/Outcomes

		Obj.	# Units
New Construction	Owner	DH-2	34
	Rental	DH-2	0
Rehab/Repair	Owner	DH-2	77
	Rental	DH-2	166
Existing	Owner	DH-2	20
	Rental	DH-2	100
Special Needs Proj.	Rental	DH-2	0

Obj.: HUD code that indicates the project provides Decent Housing (DH) and the benefit is primarily Affordability (2).

The map on the next page reflects location-specific activities. Activities not shown in the map reflect programs for which the locations are not known in advance.



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THE DEVELOPMENT PROCESS AND CITIZEN INPUT

The Consolidated Plan, encompassing the goals, objectives and operating plans of a wide range of agencies, coordinating entities and advisory boards. The Annual Plan reflects implementation of adopted neighborhood and redevelopment plans, and recommendations which have been generated by a range of groups and organizations including the Council on Services for the Homeless, Housing Authority of Winston-Salem, and non-profit housing developers. The process is an ongoing and evolving process as elements are often refined in implementation.

An ongoing review and assessment of housing needs and program responsiveness is included in the CHCD and public review process. As a part of the Continuum of Care application process, an update of homeless and special population housing needs is undertaken each year. To implement the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), the City has also met regularly with the Council on Services for the Homeless, Ten-Year Plan Commission, homeless services providers, and the State of North Carolina to discuss potential changes to homeless assistance programs, the use of Emergency Solutions Grant and Continuum of Care funds, and coordination of services.

Public Meeting Held 2-7-13

This Annual Plan was prepared with public input, relative to needs, obtained through two public hearings on October 21, 2014 and March 17, 2015 and an ongoing series of consultations with supportive service providers, advocacy groups and coordinating bodies. This submission, adopted by City Council on April 20, 2015, was presented at the public hearing of March 17th.

Notices for all meetings were published in the Winston-Salem Chronicle and the Winston-Salem Journal, advertised on WSTV 13 and posted on the City's web site. Subsequent to public notice, copies of the proposed Plan were distributed at the public hearing and are available on the City's web site and at designated libraries for public review. Comments received from the public hearing and the review process are summarized in Appendix D.

Appendix D contains a list of agency consultations that extend beyond the homeless supportive housing needs and general housing need assessment which preceded the development of this plan. Staff in the Community and Business Development Department and the Office of Community Assistance also meets with citizens and neighborhood associations to assist them in resolving issues, especially as they relate to City programs and services. This process results in more direct and immediate attention to neighborhood concerns and also constitutes a major element of the citizen participation process.

PART A: 2015-2016 STRATEGY IMPLEMENTATION

This 2015-2016 Action Plan represents the third year of the five-year planning period of the 2014-2018 Consolidated Plan. The budgets contained herein reflect Federal Fiscal Year (FFY) 2015 grant allocations for the CDBG, HOME and ESG programs and projected program income for CDBG and HOME. HOME funds are allocated to the Winston-Salem/Forsyth Housing Consortium.

Exhibit 1
FY16 HUD Entitlement Programs

	Amount	Amount Change	% Change
Entitlement Funds			
CDBG	$1,970,321	$11,122	0.6%
HOME	$916,843	$-62,816	-6.4%
ESG	$174,636	$15,721	9.9%
Total Entitlement	$3,061,800	$-35,973	-1.2%
Program Income			
CDBG	$550,000	$25,0000	4.8%
HOME	$135,000	$10,0000	8.0%

A modest decrease in grant funds and increase in program income has resulted in flat funding in entitlements funds. Funding for core programs is maintained. The results are: 1) no reduction in commitments to subgrantees for program operations; 2) increased funding for homeless programs; and 3) continued funding for single-family production and homebuyer assistance due to steady improvement in the housing market.

The Youth Build grant, a three-year four-month $1.1 million grant to provide economically disadvantaged youth between the ages of 16 and 24 with education and employment skills while helping to meet the housing needs of homeless individuals/families and low-to-moderate income families, will end in December 2015. The Lead-Based Paint Hazard Control and Healthy Homes Grant (Lead Grant) will be in its second year of operation during FY16. Emergency Solutions Grant (ESG) funds from the State of North Carolina will be available for shelter operations and rapid re-housing during FY16.

The intent of the annual plan is to identify the strategies and priorities that will be undertaken during the year, the resources to be utilized, and the category of resident (by type and income) to be assisted. Housing and community development strategies, programs and activities are contained within the Five-Year Consolidated Plan and organized by five goals. The following narrative summarizes the activities to be undertaken or continued during FY16 by goal. Exhibit 2, which follows this section, outlines the strategies and implementing programs to be undertaken during FY16, including the source of funds and projected accomplishments.

Youth Build Participants

Goal 1: Housing Conservation and Neighborhood Revitalization

Target available resources to optimize compliance with Minimum Housing Code and assist neighborhoods; continue single and multi-family rehab activities to protect the existing housing stock and diverse neighborhoods; ensure physical improvements in neighborhoods are adequate; and focus on placing vacant property and lots back into inventory.

Single-family, owner-occupied rehab and emergency repair continue to play a major role. The City will initiate the Transforming Urban Residential Neighborhoods (TURN) Program in designated neighborhoods by providing financing from $4 million in general obligation bonds approved in November 2014 to owner-occupants and investor-owners. Habitat for Humanity will continue a five-year neighborhood revitalization initiative in the Cherry Street/Kimberly area that includes purchasing vacant structures and rehabbing them for sale to eligible homeowners. One community development corporation will continue infill development in a target neighborhood. Enforcement of the Minimum Housing Code through Operation Impact and regular code enforcement as well as neighborhood services activities are ongoing.

Goal 2: Neighborhood Development and Housing Production

Support home ownership by lower income households; foster production of single- and multi-family housing for lower income households and persons with special housing needs through new construction, conversion and adaptive reuse; promote energy efficiency and sustainable development in housing programs; and provide incentives to develop housing for all income groups.

A steady improvement in the housing market will increase single-family housing production in 2015-16, including Habitat for Humanity. In addition to serving as its own lender, Habitat's partnership with the City has allowed it to maintain its level of production. Habitat will be working in the Cherry Street/Kimberly Neighborhood Revitalization Initiative. One community development corporation, Unity Builders, Inc., will continue development in the Ridgewood Place subdivision. The City will continue to pursue development of land acquired through Redevelopment and in City-assisted subdivisions as economic conditions permit: Esquire Place, Happy Hill, Gateway Commons, Northeast Winston #2, Goler Heights, Andrews Heights, Sunbridge, and Salem Pointe. Additionally, community leaders are seeking funds to continue and expand the Individual Development Account (IDA) program.

Homebuyer assistance programs to increase access to affordable standard housing by providing down payment and closing costs for lower-income, first-time home buyers are available through both the City and the County. Levels and terms of assistance are reviewed annually, in response to public review input, to reflect changes in development costs, home buyer subsidy needs, and practices in the lending industry.

Construction of Rockwood at Oliver's Crossing, a 64-unit rental housing development for families using Low-Income Housing Tax Credits, is expected to be completed during FY16. Abbington Gardens of Winston-Salem, a 96-unit rental development using Low-Income Housing Tax Credits, is scheduled to begin construction.

In November 2014, Winston-Salem voters approved $6 million in general obligation bonds for housing activities. Funds may be used as financing for single-family and multi-family housing developments as well as homebuyer assistance.

Goal 3: Expanding Access and Opportunities

Meet the housing and service needs of homeless individuals and families; eliminate discriminatory practices in the sale and rental of housing; coordinate the community's efforts to meet the needs of the homeless; and support services in the community that promote economic self-sufficiency and wealth-building.

Homeless needs reflect continuing implementation of the HEARTH Act, including expanding rapid re-housing activities and coordinated intake and assessment. The Continuum of Care process continues to be refined in light of HEARTH, with the Ten-Year Plan to End Chronic Homelessness serving as the strategic guidance for decision-making. FY16 resources include one-year renewal funds from the Continuum of Care Federal FFY14 grant on behalf of agencies serving the homeless, continued operating assistance for transitional case management, operations and renovations of emergency shelters using the Emergency Solutions Grant funds, and Tenant Based Rental Assistance. Funds to continue support of the implementation of the Ten-Year Plan are also included.

Goal 4: Expanding Economic Opportunities

Expand entrepreneurial development; foster employment training opportunities; encourage revitalization of neighborhood commercial areas; implement the downtown revitalization strategy.

Objectives for FY16 are: (1) to approve four new small business loans: (2) to expand marketing efforts and partnering opportunities with local commercial lenders; (3) to expand technical assistance and follow-up efforts offered to loan applicants and recipients; and (4) to work with community development corporations in the Neighborhood Revitalization Strategy Area (NRSA) to facilitate identification of available idle or vacant properties suitable for the business needs of specific developers and businesses seeking to relocate within the community.

Brookwood Business Park Speculative Building

In the Brookwood Business Park, construction of a 7,500 square foot commercial spec building on lot #8, the second lot to be developed, is complete. Continued focus of FY16 will be directed toward marketing of the park to business and industry. Renovation of the lower level of S.G. Atkins CDC's Enterprise Center will be completed during FY16 to increase space in the business incubator. It is anticipated that 31 new businesses will lease space once the renovations are completed.

Section 3 program activities include: 1) continued subcontractor opportunities in city and federally funded housing programs, 2) conduct the Business Education program, and 3) the Construction Training Program and application for a new three-year Youth Build program.

Goal 5: Expanding Coordination and Accountability

Coordinate with non-profit organizations and local and regional planning bodies; systematic evaluation and assessment of the impact of public programs and policies on an ongoing basis.

The Enterprise Center

The strategies within this priority area focus on improving coordination with non-profit organizations and other coordinating bodies in the community. In FY16, these efforts will include the Continuum of Care and implementing a coordinated intake system and governance strategy.

PART B: SUMMARY OF SPECIFIC ANNUAL OBJECTIVES

The following table identifies the activities to be undertaken and sources of funds to be appropriated in FY16.

Exhibit 2: WINSTON-SALEM/FORSYTH HOUSING CONSORTIUM FY16 ANNUAL PLAN A SUMMARY OF SPECIFIC ANNUAL OBJECTIVES FOR DIRECT-BENEFIT ACTIVITIES					
STRATEGY/ PROGRAM	DESCRIPTION	OBJ	FUND SOURCE	# UNITS	TYPE UNITS
GOAL 1: HOUSING CONSERVATION AND NEIGHBORHOOD REVITALIZATION					
Strategy 1.1	Target Neighborhood Services to Optimize Attainment of Neighborhood Stability and Revitalization				
	Targeted code enforcement, assistance to neighborhoods, capacity building	SL-3	CDBG	8,700	Persons
Strategy 1.2	Rehabilitate Single-Family Homes Owned by Lower-Income Families to Extend Their Useful Life, Preserve Affordability, and Make Adaptive Improvements to Address the Special Needs of Seniors and Disabled Persons				
Program 1.2.1	Neighborhood Revitalization Strategy Area (NRSA) Rehabilitation	DH-2	CDBG, HOME	20	Housing Units
Program 1.2.2	Citywide Rehabilitation	DH-2	HOME	10	Housing Units
Program 1.2.3	County Rehabilitation	DH-2	HOME, Other Federal	12	Housing Units
Program 1.2.4	Emergency Repair	DH-2	CDBG	12	Housing Units
Program 1.2.5	Architectural Barrier Removal	DH-2	CDBG, HOME	2	Housing Units
Program 1.2.6	Hazard Reduction and Interim Controls	DH-2	CDBG, HOME	20	Housing Units
Program 1.2.7	Acquisition-Rehab and Buy-Rehab	DH-2	Local	1	Housing Units
Program 1.2.8	Purchase-Rehab Revolving Loan Program	DH-2	Local	2	Housing Units
Strategy 1.3	Rehabilitate Multi-Family and Single-Family Substandard Rental Units to Extend Their Useful Economic Life and Preserve Affordable Rents				
Program 1.3.1	Rental/Investor Rehabilitation	DH-2	CDBG	2	Housing Units
Program 1.3.2	Large-Scale Multi-Family Rental Rehabilitation	DH-2	CDBG, HOME, Local	166	Housing Units
Program 1.3.3	Hazard Reduction Interim Controls	DH-2	CDBG, HOME, Local	0	Housing Units
Strategy 1.4	Provide Physical Improvements to Neighborhoods				
Program 1.4.1	Neighborhoods To Standards (NTS) Monitoring		N/A		N/A

Program 1.4.2	Public Improvements	SL-1	Local	0	Public Fac./Imp.
Program 1.4.3	Public Facilities	SL-1	Local, CDBG	2	Public Fac./Imp.
Strategy 1.5	Develop Measures That Facilitate the Placement of Vacant Units and Vacant Lots for In-Fill Development Back Into the Housing Inventory				
	Identifying vacant property, infill redevelopment, eminent domain rehab	DH-1	N/A	5	Housing Units
GOAL 2: NEIGHBORHOOD DEVELOPMENT AND HOUSING PRODUCTION					
Strategy 2.1	Subsidize Home Ownership Acquisition				
Program 2.1.1	Homebuyer Assistance Programs	DH-2	HOME, Local	25	Households
Program 2.1.2	Individual Development Accounts (IDA)	DH-2	Other Federal	10	Households
Strategy 2.2	Subsidize Single-Family Housing Production				
Program 2.2.1	Construction Loan Program	DH-2	Local	4	Housing Units
Program 2.2.2	Homeownership Development Assistance	DH-2	Local	2	Housing Units
Program 2.2.3	"Self-Help/Sweat Equity" Programs	DH-2	HOME, Local	12	Housing Units
Program 2.2.4	Redevelopment Acquisition/Clearance	DH-2	Local	2	Housing Units
Strategy 2.3	Subsidize Affordable Rental Housing				
Program 2.3.1	Rental Housing Production	DH-2	HOME, Local	0	Housing Units
Strategy 2.4	Support Ways to Lower Housing Cost and Reduce Governmental Constraints to the Production of Housing				
	Barriers to affordable housing, environmentally efficient development	SL-3	N/A	N/A	N/A
GOAL 3: EXPANDING ACCESS AND OPPORTUNITIES					
Strategy 3.1	Meet the Housing and Service Needs of Homeless Persons				
Program 3.1.1	Tenant Based Rental Assistance	DH-2	HOME	100	Households
Program 3.1.2	Supportive Services	SL-1	CDBG, CoC	175	Persons
Program 3.1.3	Coordinated Intake	SL-1	CoC	300	Persons
Program 3.1.4	Emergency and Transitional Shelter Facilities	SL-1	ESG	1,800	Persons
Program 3.1.5	Permanent Supportive Housing	DH-2	CoC	75	Households
Strategy 3.2	Coordinate City, County, State, Federal and Private Funds and Activities to Meet the Needs of the Homeless, Reduce Poverty and Prevent and End Homelessness				
	Planning, Continuum of Care application, Homeless Management Information System	N/A	N/A	N/A	N/A
Strategy 3.3	Expand Equal Access to Housing for All Members of the Community				
	Fair housing, Hispanic/Latino housing needs	SL-1	CDBG	500	Persons

Strategy 3.4	Support the Provision of Services in the Community for Economic Self-Sufficiency and Wealth-Building				
	Housing counseling, re-entry for ex-offenders and persons leaving institutions, wealth-building through tax credits, foreclosure prevention, youth programs	SL-1	CDBG, Local	650	Persons
GOAL 4: EXPANDING ECONOMIC OPPORTUNITIES					
Strategy 4.1	Expand Entrepreneurial Development				
Program 4.1.1	Small Business Loan Program	EO-1	CDBG	8	Jobs
Program 4.1.2	Technical Assistance to Small Businesses	EO-1	CDBG	50	Businesses
Program 4.1.3	Contractor Training Program	EO-1	CDBG	25	Persons
Strategy 4.2	Expand Employment Training Opportunities				
Program 4.2.1	Construction Training Program	EO-1	CDBG	20	Persons
Program 4.2.2	Youth Build	EO-1	Other Federal	0	Persons
Program 4.2.3	Summer Youth Employment Program	EO-1	Local	100	Persons
Strategy 4.3	Revitalize Neighborhood Commercial Areas				
Program 4.3.1	NRSA Building Rehabilitation Program	EO-3	Local	2	Businesses
Program 4.3.2	Revitalizing Urban Commercial Areas (RUCA)	EO-3	Local	2	Businesses
Strategy 4.4	Implement Downtown Revitalization Plan				
	Support increase in retail and housing downtown	SL-1	Local	0	
GOAL 5: EXPAND COORDINATION AND ACCOUNTABILITY					
	Strengthen coordination and partnerships, strengthen accountability	N/A	N/A	N/A	N/A

Fund Sources: Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), Emergency Solutions Grant (ESG), Continuum of Care (CoC), Local (includes Housing Finance Fund and General Obligation Bonds), Other Federal (other federal grants received by City or County)
OBJ: HUD codes indicating whether the project provides Decent Housing (DH), a Suitable Living Environment (SL) or Economic Opportunities (EO) and whether the benefit is primarily Availability/Accessibility (1), Affordability (2), or Sustainability (3).

PART C: PROJECTED REVENUES AND EXPENDITURES

PROJECTED REVENUES/FUND RESOURCES

FY16 Budget Appropriations

	Community Development Block Grant (CDBG)
1,970,321	Entitlement Grant B-15-MC
550,000	Program Income: Loan Repayments/Interest
2,520,321	Sub-Total CDBG Funds
	HOME Investment Partnership Program (HOME)
916,843	Entitlement Grant M-15-DC
135,000	Program Income
1,051,843	Sub-Total HOME Funds
	OTHER
1,654,530	General Fund HFF Program Income/Fund Balance
174,636	Emergency Solutions Grant Program H-15-MC
1,753,388	Continuum of Care/State ESG
3,582,554	Sub-Total Other Program Funds
7,154,718	Total FY16 Budget Appropriations

Prior Year Fund Budget Commitments

	CARRY-OVER FUNDS
150,000	CDBG
725,000	HOME
150,000	Housing Finance Fund
75,000	G.O. Bonds
833,300	Lead Grant
1,933,300	Sub-Total Prior Year Appropriations
9,088,018	Total FY16 Programmatic Resources

PROJECTED EXPENDITURES/COMMITMENTS (SPEND PLAN)

3,039,304	RESIDENTIAL REHABILITATION	
	1,707,414	Rehabilitation
	100,000	Emergency Repair
	16,000	Architect. Barrier Removal/Handicap Asst.
	0	Investor/Multi-Family Rehab
	40,000	Rehab Hazard Reduction
	1,175,890	Program Operations
1,411,500	HOUSING PRODUCTION/HOMEOWNERSHIP	
	150,000	Buy-Rehab/Acquisition-Rehab Loans
	173,500	Home Buyer Assistance
	950,000	Single-Family Production
	0	Multi-Family Production
	0	Infrastructure Improvements
	138,000	HOME CHDO Activities
2,814,864	HOMELESS/TRANSITIONAL HOUSING	
	300,000	Tenant Based Rental Assistance
	2,340,228	Transitional Housing/Supportive Services
	174,636	Homeless Shelter Improvements/Prevention
628,000	ECONOMIC SELF SUFFICIENCY	
	189,500	Business/Commercial Loans
	500	Business/Contractor Education
	438,000	Construction Training
152,060	Property Maintenance/Disposition	
74,470	Redevelopment Acquisition/Clearance	
287,890	Public Service/Subrecipient Activity	
36,000	Planning, Training, Program Admin/Non-Profit Capacity Dev	
205,930	Cost Allocation/GF Admin Reimbursement	
439,000	Section 108 Loan Repayments	
9,088,018	TOTAL PROJECTED USE OF FUNDS	

EXHIBIT 3
HOUSING AND COMMUNITY DEVELOPMENT REVENUE AND EXPENDITURE ALLOCATIONS: FY 2015-2016 (CDY 41)

DESCRIPTION	FY16 Spend Plan	FY16 Budget Appro-priation	FFY 15 CDBG	CDBG Prog Inc	FFY15 HOME	HOME Prog Inc	CoC/ESG	HFF Prog Inc	Prior-Year
RESIDENTIAL REHAB									
NRSA: Owner	754,414	604,414	275,671	92,320	156,423	80,000			150,000
Citywide Rehab: Owner	853,000	130,000			130,000				723,000
Emergency Repair	100,000	100,000	100,000						
Handicapped Asst.	16,000	16,000	8,000		8,000				
Multi-Family/Investor Rehab	0	0							
Rehab Hazard Reduction	40,000	40,000	25,000		15,000				
Program Operations	1,159,390	784,090	499,030	153,060	80,000			52,000	375,300
Forsyth County Rehab/Operations	116,500	116,500			116,500				
HOUSING STIMULATION/HOME OWNERSHIP									
Home Buyer Assistance	173,500	48,500			48,500				125,000
Buy-Rehab/Acquisition-Rehab	150,000	0							150,000
Single-Family Production	950,000	600,000						600,000	350,000
Multi-Family Production	0	0							
Infrastructure Improvements	0	0							
HOME CHDO Activities	138,000	138,000			138,000				
ECONOMIC SELF-SUFFICIENCY									
Business Loans	189,500	189,500	101,500	88,000					
Contractor Business Education	500	500		500					
Construction Training Program	438,000	438,000	138,000					300,000	
OTHER ACTIVITIES									
Property Maintenance/Disposition	152,060	152,060	61,200					90,860	
Redevelopment Acquisition/Clearance	74,470	74,470	29,470	45,000					
Public Service Activities	287,890	287,890	71,220	51,670				165,000	
Homeless: ESG/Transitional/TBRA	2,814,864	2,754,864	137,720	12,450	185,000	55,000	1,928,024	436,670	60,000
Non-Profit Capacity Dev/Training	0	0							
Planning/Training/ Administration	35,000	35,000	15,000		10,000			10,000	
Cost Allocation/GF Admin Reimbursement	205,930	205,930	176,510		29,420				
Section 108 Loan Repayment	439,000	439,000	332,000	107,000					
TOTAL ALLOCATION	9,088,018	7,154,718	1,970,321	550,000	916,843	135,000	1,928,024	1,654,530	1,933,300

PART D: CDBG, HOME, AND ESG SPECIFIC INFORMATION

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Use of CDBG Funds

The use of funds reasonably expected to be available to the City are described throughout this annual plan. As can be seen in the table above, CDBG funds will be used for the following programs and activities:

Rehabilitation in the Neighborhood Revitalization Strategy Area (NRSA), including handicap accessibility and hazard reduction (lead-based paint) work, as applicable

- Emergency repairs citywide
- Program operating costs of the Rehabilitation program
- Loans and technical assistance to businesses
- Operating costs to non-profit agencies that provide counseling and case management, employment training, and assistance to neighborhood groups
- Planning and administration
- Repayment of Section 108 loans

Estimate of Projected Benefit for Low and Moderate Income Persons

According to Section 5301(c) of the Act, not less than 70% of CDBG funds shall be used for the support of activities that benefit persons of low- and moderate-income, which are defined as families and individuals whose incomes do not exceed 80% of the median income of the area involved, as determined by the Secretary with adjustments for smaller and larger families. Expenditures for planning and administration and repayment of the Section 108 loans are excluded from the calculation, as they are considered to meet the national objectives. The only activity the City funds that does not benefit low- and moderate-income persons is property maintenance and disposition.

Calculation of Estimated Low and Moderate Income Benefit

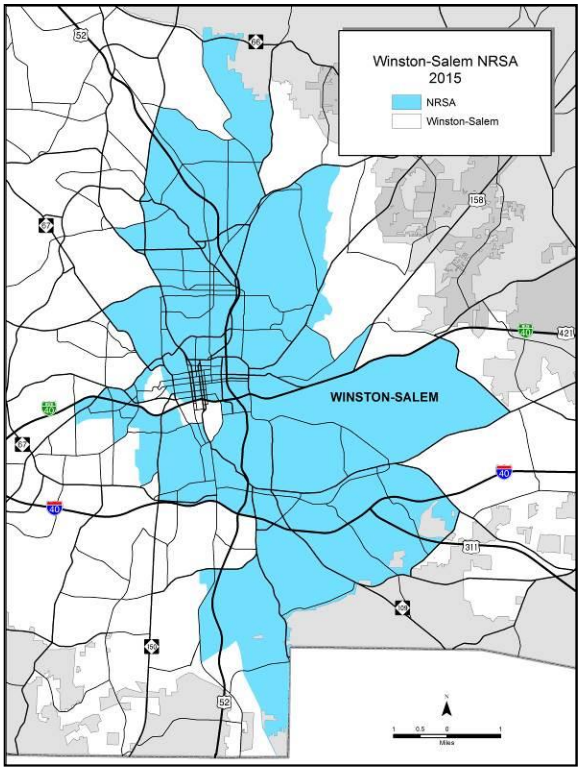
• Projected Expenditures Subject to Program Benefit Rules	2,039,811
• Project Expenditures Principally Benefiting Low- and Moderate-Income Persons	1,904,141
• Projected Percent Benefit to Low- and Moderate-Income Persons	93.3%

Neighborhood Revitalization Strategy Area

The Neighborhood Revitalization Strategy submitted pursuant to Notice CPD-96-01 was approved by the U.S. Department of HUD and implementation was initiated during FY 2001 and recertified in FY 2004 and FY 2009. The Revitalization Strategy accomplishes or facilitates accomplishment of several objectives directed toward the goal of economic empowerment of residents, including:

Consolidation of a patchwork of disconnected target areas into a contiguous, central corridor which is more closely aligned with the Neighborhood Strategy Areas under code enforcement, ensuring consistency of services to neighborhoods;

- Facilitates implementation of Empowerment Zone strategic plan elements which integrates housing, economic and community development under the umbrella of revitalization;
- Greater equity in housing service provision -- ability to serve both sides of the street in each targeted neighborhood;
- Increased emphasis on primary care in housing conservation -- the ability to rehabilitate units at lower average cost before substantial deterioration makes rehabilitation infeasible and more costly acquisition and rehabilitation, clearance or other redevelopment is required;
- Facilitation of neighborhood-based organizational development processes through exemption from the public services cap.
- Reduction of reporting burden on the part of businesses, which has been a disincentive to the use of CDBG funds in job creation/retention activities;
- Streamlined tracking and reporting and in general, greater flexibility in the use of CDBG funds to meet needs within the Revitalization Area.



The City of Winston-Salem submits the prior HUD-approved strategy as there has been no change to the Neighborhood Revitalization Strategy.

The Revitalization Strategy Area is a contiguous area, primarily residential in character, and contains a percentage of low- and moderate-income residents that is no less than the upper quartile percentage as defined by the regulations at 24 CFR 570.208(a)(1)(ii) and reflected in the accompanying map. The area complies with the 2014 Low/Moderate Income Summary Data.

Goals and objectives for the NRSA are outlined in the Neighborhood Revitalization Strategy, which is attached as Appendix G.

HOME INVESTMENT PARTNERSHIP (HOME) PROGRAM

The Winston-Salem/Forsyth Housing Consortium consists of the City of Winston-Salem as the lead entity, Forsyth County, and all of the other cooperating municipalities of the County, consisting of Bethania, Clemmons, Kernersville, Lewisville, Rural Hall, Tobaccoville and Walkertown. The accompanying program description is submitted on behalf of the Consortium as a participating jurisdiction pursuant to HUD approval of February 23, 1993 with subsequent extensions.

HOME program activities focus on increasing the number of "affordable" housing units for lower income individuals and families and increasing the leverage of public funds through financing partnerships. These activities are consistent with Five-Year Consolidated Plan priorities and strategies and also the objectives of the Cranston-Gonzalez National Affordable Housing Act of 1990, as amended.

Of the $916,843 of new grant funds, $165,000 is allocated to Forsyth County, in accordance with the provisions of the Consortium Agreement, and $751,843 is allocated to the City of Winston-Salem with an additional $135,000 in program income. The program activities and expenditures to be derived from FFY15 HOME funds, prior year carryover/reprogrammed funds, and program income, are as follows:

734,423	Rehab: Owner, Rental and Hazard Reduction
400,000	First-Time Homebuyer Assistance/Construction
0	Multi-Family Production
240,000	Tenant-Based Rental Assistance
138,000	CHDO Set-Aside: New Construction (15.1% FFY 15 Grant)
1,572,423	Sub-Total City Program Activities
100,000	Single-Family Owner Rehab
48,500	First-Time Homebuyer Assistance
148,500	Sub-Total County Program Activities
16,500	County Program Admin (10% County Allocation)
39,420	City Training, Admin, and Indirect Cost (5.2% City Allocation)
55,920	Sub-Total (6.1% of FFY 15 Grant)
1,776,843	Total Available HOME Fund Resources

HOME regulations require the participating jurisdiction to match 25% of HOME funds drawn for program activities. The Consortium meets the match requirement through funds from the County and the participating municipalities and from unrecouped private sector contributions to one Community Housing Development Organization (CHDO) for home ownership units. HOME match funds for FY16 are projected to total $37,125 from Forsyth County and participating municipalities and $500,000 from private sector contributions.

As HOME program funding will be used to leverage and complement ongoing housing program activities funded from other sources, program administration will be undertaken by the operating departments administering CDBG and other housing activities. Program administration and project implementation functions are to be conducted by the City of Winston-Salem for those activities taking place within the City and by Forsyth County for those activities taking place within the other cooperating municipalities and unincorporated areas of the County.

A. Single-Family Rehab

The City provides direct and deferred loans to rehabilitate owner-occupied single-family housing units citywide to applicants with total household incomes below 80% of area median income. The City projects to assist up to 10 homeowners during FY16.

B. First-Time Homebuyer Assistance

Home Receiving Homebuyer Assistance

The City provides a down payment and second mortgage assistance program for the purchase of newly constructed or existing units citywide to applicants with total household incomes below 80% of area median income and who qualify as first-time home buyers. This assistance is provided in conjunction with fixed-rate, 15- to 30-year first mortgage loans and is due and payable on sale or transfer of the property, when the property ceases to be owner-occupied, or when the first mortgage is paid in full. The program is funded with local and HOME funds, and the City projects to assist approximately 10 homebuyers during FY16. Program policies are included in Appendix C.

C. CHDO Set-Aside

House in Glenn Oaks

The FFY 15 Community Housing Development Organization (CHDO) set-aside is reserved for one CHDO for up to 15 new construction or rehabilitation units for home ownership in multiple locations, noting that additional, previously encumbered funds remain from prior years.

D. Multi-Family Rehabilitation/Production

The use of HOME funds for multi-family projects is principally reserved, as a policy decision, for low-income housing tax credit projects or projects sponsored by non-profit, public agency entities, given the complexities of the HOME Program affordability restrictions; however,

proposals may be reviewed on a case-by-case basis for projects serving special needs populations. Two multi-family new construction projects approved in prior years will be under construction in FY16.

E. Forsyth County Programs

The County's mission is to provide affordable housing to low- and moderate-income residents in unincorporated areas and small municipalities by the effective utilization of local, state and federal grant programs for activities such as housing rehabilitation, first-time homebuyer programs, and code enforcement.

Neighborhood Stabilization Program

The Enclave

The County, as the lead entity and in partnership with the City of Winston-Salem, in FY10 was awarded a $3,625,000 Neighborhood Stabilization Program (NSP-1) Grant from the North Carolina Department of Commerce Division of Community Assistance. The purpose of NSP-1 is to provide attractive financing for the purchase and rehabilitation of foreclosed homes in targeted census tracts throughout the City and County. The County/City NSP-1 had all of the funds expended or obligated by the end of FY2011 and has presently helped 45 households purchase single family homes including rehab repairs to 31 homes. The County/City has funded the 68-unit multi-family Enclave project. The County/City, in collaboration with Habitat for Humanity, has also funded the purchase of 42 lots for single-family units in the Smith Farms and Trent Hill subdivisions. The properties will be marketed to individuals and families up to 120% of the area median income. As of February 2013 properties purchased with NSP-1 funding are fully occupied. Below is the progress to date (March 2015) of the occupancy of the NSP-1 affordable housing units.

	Project	Occupied/Purchased	Total NSP Units	All Units
1.	Enclave Apartments (phase I)	68	68	68
2.	Single Family Home Purchases	45	45	45
3.	Trent Hill (Habitat)	15	15	25
4.	Smith Farms (Habitat)	18	18	18
		146	146	156

16.75 remaining acres in Phase II of Enclave not yet planned

The County may be eligible for surplus NSP funds that may be awarded by the North Carolina Department of Commerce. If funds are available, the County will make application for additional NSP funds to develop the remaining 16.75 acres of the Enclave Apartment complex.

First Time Homebuyer
The County anticipates providing first-time home ownership opportunities for approximately 15 low-income households (at or below 80% of median income) with new and existing home acquisition. The financing will be provided through a combination of HOME Program funds and other funding programs, such as County Match, Individual Development Accounts, North Carolina Housing Finance Agency (NCHFA), and private bank fund contributions. The assistance will come in the form of deferred down payment loans, and some funds under the IDA program will be provided as a matching $4,000 grant for $1,000 provided by the home buyer. The NCHFA loans will be deferred until the first mortgage is fully amortized. The County HOME down payment assistance loan is a 30-year deferred loan that requires a balloon payment of the principal upon the completion of the 30th year. The County HOME loan will also be due upon sale of the property or when the home is no longer occupied by the HOME-assisted buyer. It is estimated that each household will be provided with an average of $8,500 in financial assistance.

The Winston-Salem/Forsyth Housing Consortium utilizes the recapture provision of the HOME regulations. This is where the City/County, as per HUD regulations, requires recapture of HOME funds for down payment assistance for a "period of affordability". The HUD minimum period of affordability is detailed below and is based upon the amount of HOME financial assistance provided. The County period of affordability is the minimum period required by HOME regulations. During this period the County will recapture the entire direct subsidy, which is the amount of the County HOME loan for down payment assistance and closing costs. If the buyer sells the home during this period and the sales price is too low to pay off all debt, the County will only recapture the amount left after paying the first mortgage and closing costs. Recapture is limited to the net proceeds available at sale. The County ensures the period of affordability is preserved by utilizing a separate Buyer Written Agreement between the County and the homebuyer, a deed of trust, and promissory note.

HOME Investment	Period of Affordability
• Under $15,000	5 years
• Between $15,000 and $40,000	10 years
• Over $40,000	15 years

Single-Family Owner Rehab
The County anticipates having between $80,000 to $100,000 in HOME funds available for use in rehabilitating 6 to 12 substandard, owner-occupied homes. These funds will be loaned as deferred forgiveness no interest loans that will only be paid back upon early sale of the property or relocation of the owner from the property. In some cases where rehabilitation assistance exceeds $25,000, those loans may be amortized at 0% interest for the amount above the $25,000 threshold.

The County Housing Department will include other rehabilitation funds as they become available, including locally derived municipal/county match, Community Development Block Grant, NC Housing Finance Agency (NCHFA) Single-Family Rehab/Urgent Repair funding. Properties assisted will be located in the other cooperating municipalities as well as in the unincorporated areas of the County.

The County in FY13 was awarded a $225,000 Community Development Block Grant to rehab approximately 8 to 12 dwellings. Depending on availability of funding, an additional $200,000 to 400,000 loan pool amount from NCHFA to rehab 10 to 18 dwellings is also available as additional financing. Owner occupants under the Emergency/Urgent Repair Program will be provided with up to $8,000 in grants and/or loans for repairs/replacement of heating systems, septic systems, and roofs. The HOME-funded projects for comprehensive rehab will have an average funding of $20,000 per structure.

Matching Funds
From County appropriation and $12,000 to be derived from the small municipalities, it is anticipated that the County will provide up to $25,125 in matching funds for the 2015-2016 program year. Other funds that may be used as match include, but are not limited to, eligible matching funds and volunteer labor generated by Habitat for Humanity.

Code Enforcement
The County enforces an increasing number of minimum housing code complaints in unincorporated areas and participating municipalities outside the Winston-Salem city limits. Inspections are usually initiated by a citizen's complaint process.

F. Tenant Based Rental Assistance (TBRA)

Tenant based rental assistance is an essential element of the consolidated plan. The goal of this component is to assist households in attaining housing stability. The program serves approximately 25 households per year, and households may participate for up to two years. The program requires coordination between the Housing Authority of Winston-Salem and social service agencies. The use of HOME TBRA assists the community in meeting the goals of the Ten-Year Plan to End Chronic Homelessness.

EMERGENCY SOLUTIONS GRANT (ESG) PROGRAM

The City of Winston-Salem receives ESG funds on an entitlement basis. The City will also apply to the State of North Carolina on behalf of homeless service providers for ESG funds that the State receives from HUD. City ESG entitlement funds in the amount of $174,636 will be used to provide for the operational needs of five emergency shelters and for rapid re-housing activities. State ESG funds will be used for shelter operations at five emergency shelters, rapid re-housing, and data management in a homeless management information system. Non-profit organizations to carry out these activities were selected through the City's annual request for proposal process, which was open to community and faith-based organizations. A rating panel made up of members

Samaritan Ministries Shelter

appointed by the Continuum of Care reviewed all proposals and made recommendations for funding.

Standards for providing ESG assistance as well as performance standards for evaluating activities and consulting with homeless or formerly homeless individuals are described in Appendix F. As the collaborative applicant for the Winston-Salem/Forsyth County Continuum of Care, the City is involved in planning and developing programs to meet the needs of individuals and families in the community that are homeless or at risk of homelessness and works with service providers that assist them.

PART E: OTHER ACTIONS

PUBLIC HOUSING

The Housing Authority of the City of Winston-Salem (HAWS) currently manages and/or provides operating subsidies to 1,401 units of public housing in 14 conventional public housing and HOPE VI developments. The stock consists of three towers that serve primarily the elderly and disabled; two fairly dense and aging traditional public housing communities; three smaller family communities; and six HOPE VI developments, two for elderly and four for families, in which public housing units comprise one-third to one-half of the total units in the development.

As a result of HUD requirements and funding decisions, HAWS continues to assess its assets, policies and programs. The focus will continue to be on creating a strategy that will result in providing quality, mixed-income developments of choice and support the agency mission. Goals are:

- HAWS was awarded two HOPE VI grants, one for Gateway Commons (formerly Kimberly Park Terrace) and one for Happy Hill Gardens. Three multi-family rental developments at each site have been completed. Efforts currently focus on completing the home ownership component. Habitat for Humanity has completed and sold 37 houses, and a private developer has completed and sold 8 houses at Gateway Commons. HAWS is investigating the feasibility of land banking the remaining lots. HAWS is working with a developer to complete the 59 single-family homes and 89 townhouse units in the former Happy Hill Gardens.

- The Oaks at Tenth (formally Johnson Square) is a 50-unit new construction development consisting of 22 one-bedroom, 22 two-bedroom and 6 three-bedroom units, that completed construction and was 100 percent leased in June 2014. This development was the Authority's first development to embody the new concept called "step-up housing". Step-up housing is specifically for working families that may require community and supportive services in order to graduate to non-subsidized, mainstream rental housing or homeownership.

The Oaks at Tenth

- The Authority completed a major rehabilitation of Stoney Glen Apartments in November 2014. The 48-unit duplex-style apartment development consists of all two bedroom units and has a free-standing office and community center. It is the Authority's second "step-up housing" community.

- The Housing Authority began construction on a new 30-unit apartment community in the fall of 2014. Camden Station apartments will consist of 14 one-bedroom, 14 two-bedroom and 2 three-bedroom units. This will be the Authority's third "step-up housing" development. Construction is due to be completed in September 2015.

Camden Station

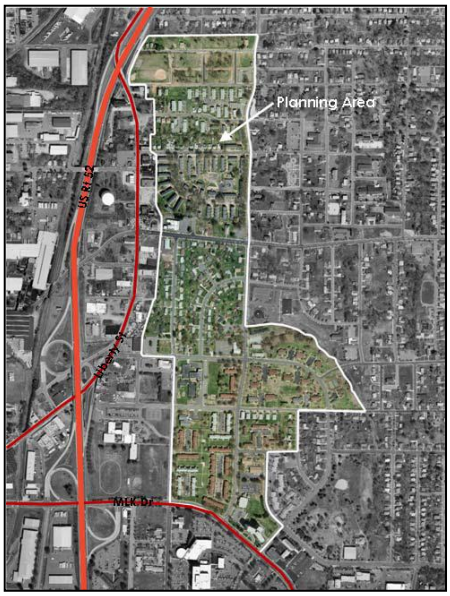
- The Housing Authority operates a Housing Choice Voucher Program consisting of 3,982 tenant-based vouchers, 73 Mainstream vouchers, 121 VASH vouchers, 327 project-based vouchers, and 158 moderate rehabilitation units. In addition, the Housing Authority administers approximately 200 special use vouchers, such as Shelter Plus Care, HOME Tenant-Based Rental Assistance and Housing Opportunity for Persons with AIDS vouchers, for other agencies. The waiting list for the HCV tenant-based program has approximately 3,000 families and has been closed since April 2010. Families who have an HCV tenant-based voucher and participate in the Family Self-Sufficiency Program are eligible to participate in the HCV Homeownership Program. The Housing Authority currently administers 58 HCV homeownership vouchers. The total annual budget authority for the Housing Choice Voucher Program is approximately $27 million.

Choice Neighborhoods Community Kick-Off

- HAWS will continue and improve its self-sufficiency programs. These include Housing Choice Vouchers Family Self-Sufficiency Program; the Homeownership Program, which provides counseling and training to help residents save money and earn sound credit; William H. Andrews/HAWS Scholarship; and the PATH Program, a partnership with community supportive services agencies, which provides an array of educational and employment supportive services to public housing tenants.

- Based on the newly completed Physical Needs Assessment, HAWS will make capital improvements to its public housing properties, including those described below:
  - Kitchen and Bath upgrades at Piedmont Park.
  - Site erosion improvements at Cleveland Avenue Homes and Piedmont Park

- Approximately 20 replacement HVAC installations at Piedmont Park
- Partial replacement of sanitary plumbing lines at Crystal Towers and Sunrise Towers.
- Replacement of gutters, downspouts, and fascia boards at Piedmont Park
- Replacement of security cameras at Crystal Towers and Sunrise Towers
- Installation of mailbox shelters at Cleveland Avenue Homes and Piedmont Park



Satellite Photo of Choice Neighborhoods Planning Area

- In November 2013, HAWS was awarded a HUD Choice Neighborhoods Planning Grant to plan the transformation of the Cleveland Avenue Neighborhood in Northeast Winston-Salem. HAWS was one of nine communities in the country to receive the grant that year and was awarded the full $500,000. HAWS plans to have the transformation plan complete by the end of 2015 and apply for a HUD Choice Neighborhoods Implementation Grant in 2016.

- HAWS will continue to implement management improvements, including contract security guards, staff and resident training, UPCS Inspections Contract, and computer software upgrades.

The public housing agency is not designated as troubled under 24 CFR Part 902 and is not subject to a Section 504 Voluntary Compliance Agreement.

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 grant submission of the Housing Authority in both the 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 Comprehensive Grant annual statement is consistent with the jurisdiction's assessment of low-income housing needs as evidenced in the Consolidated Plan.

HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES

Outreach

The Continuum of Care (CoC) has adopted coordinated intake and assessment as a key central element of its system of care for homeless persons. Coordinated intake and assessment is accomplished through the Community Intake Center. Homeless persons served by shelters and street outreach are referred to the Community Intake Center.

Emergency Shelter and Transitional Housing

ESG funds support emergency shelter (operation, services, and renovation) and rapid re-housing. In addition, CoC funds support case management programs to support the transition from homelessness to housing.

Permanent Housing

Permanent housing includes rapid re-housing, permanent supportive housing and housing stabilization services. Due to the HEARTH Act and new rules for the Emergency Solutions Grant and Continuum of Care grant, the community has reallocated funds to programs using a housing first approach, which shortens the period of times that households remain homeless. Coordinated intake and assessment includes a barrier assessment and vulnerability assessment. Households needing longer-term supports, including chronically homeless individuals and families, are referred to permanent supportive housing. Homeless households also may receive rapid re-housing assistance, as either a bridge to housing self-sufficiency or to permanent supportive housing. Veterans and their families may avail themselves of these resources, as well as utilize Supportive Services for Veterans Families (SSVF), which is a form of rapid re-housing for veterans, and Veterans Affairs Supported Housing (VASH), which is permanent supportive housing. All households have access to Permanent Housing Case Management to prevent individuals and families who were recently homeless from becoming homeless again.

Homeless Prevention

Coordinated intake and assessment uses a progressive engagement approach designed to forestall homelessness. In addition, the community has a strong history in prevention of evictions through emergency financial assistance. In FY14, $3,763,682 in financial assistance was provided by five agencies in 15,193 cases to prevent homelessness. This assistance was provided by agencies including Crisis Control Ministry, The Salvation Army, Sunnyside Ministry, the Forsyth County Department of Social Services, and many churches and other faith-based organizations.

The community has created the Youth in Transition Community Initiative to improve outcomes for youth transitioning out of foster care. Goodwill Industries of Northwest North Carolina is the lead agency for the program and has implemented supportive programs such as Youth Opportunities Coaches, mentoring programs, housing support, and financial literacy training.

The plan goals support linkages to mainstream supportive services. The Community Intake Center, which opened in 2013, will support this connectivity function on an ongoing basis. Each client served through coordinated intake and assessment will develop a Housing Stabilization Action Plan, which will included strategizes to utilize appropriate mainstream services.

LEAD-BASED PAINT

Overview: The City operates a hazard reduction program, funded with CDBG and HOME funds. Hazard reduction is primarily accomplished in conjunction with all programs administered by the City's Rehabilitation Division. However, referrals may also be made by the Forsyth County Health Department. Should Rehabilitation costs on a project exceed $25,000, the HUD mandated threshold, abatement of the lead hazard occurs. If below the $25,000 threshold, interim controls, a less invasive method, can be utilized.

The City of Winston-Salem has been awarded a three-year $2,300,000 Lead-Based Paint Hazard Reduction Grant and a $200,000 Healthy Homes grant from HUD. The program began August 1, 2013 and will end July 31, 2016. Under the grant work plan, a total of 150 homes are to be inspected, 115 units are to be remediated, 72 outreach events reaching at least 90,000 people are

to be conducted, and five training sessions are to be held for staff and contractors to promote RRP and Lead Safe Worker certifications.

Annual Activities: Projected activities in 2014-2015 will be to: 1) test 96 units, 2) provide treatment to 43 units and 3) continue education and poison prevention. Training and state certification programs for staff and contractors will continue as required. Additionally, rehabilitation staff will continue to utilize an XRF analyzer to perform lead-based paint inspections on properties that have been selected for the City's Rehabilitation Program and as requested by the Forsyth County Housing and Community Development Department. The paint inspections on properties may be supplemented with the use of outside lead consultants as needed. Typically the properties are single-family homes but may also be multi-family apartments.

House Rehabbed with Lead Based Paint Hazard Reduction Funds

Staff and Training: An investment in human resources has continued to be the first priority in hazard reduction activities. Qualified, as well as certified staff personnel are necessary to reduce hazards safely and effectively. Regulated yearly training and refresher courses will continue to expand the capacity and education of staff. During the upcoming period, staff will renew annual certifications for Lead Inspector and Risk Assessor. Because of state certification requirements, Lead Inspector and Risk Assessor licenses renew yearly, and refresher courses are mandated every two years to continue active licensure. Finally, as new personnel are hired, Lead Inspector training and certification are a mandatory part of overall staff development.

Education and Prevention: City of Winston-Salem staff will utilize an outreach strategy to promote the principles of Environmental Justice. We anticipate reaching individuals using information that will be distributed through presentations made and activities conducted at churches, schools, doctor's offices, clinics and community events which serve minorities, LEP populations, and persons with disabilities. Marketing will be done through traditional methods such as paid ads, billboards in targeted areas, public service announcements on radio and television, and newspapers, as well as any other means available. Recently staff worked with Marketing and Communications to roll out a digital media campaign that included Facebook and digital ads. City and County staff continue to participate in the Lead Poisoning Prevention and Education Coalition, led by the Forsyth County Health Department, Childhood Lead Poisoning Prevention Program staff. Initiatives include ways to identify and intervene in cases of no or low-level poisoning and poisoning in non-HUD-assisted housing, as well as ways to partner with

other organizations to reach various populations, such as Latinos through the Hispanic Services Coalition.

Relation to Economic Empowerment: A shortage of certified abatement contractors in North Carolina continues, but with the evolvement of more certification courses being offered by educational organizations in North Carolina and South Carolina, more contractors will be certified RRP Renovators and Supervisors, and have employees certified as Lead Workers. Even so, economic opportunities continue to abound in the field for those willing and able to be trained and certified. For example, the City's Community and Business Development Rehabilitation Division will continue to offer training to its contractors and staff as often as possible and when available through lead grant training requirements.

BARRIERS TO AFFORDABLE HOUSING

Staff will review the recommendations of the Development Review-Related Advisory Committee to improve the City/County development review and make procedural changes and recommend changes to ordinances as appropriate.

INSTITUTIONAL STRUCTURE AND COORDINATION

The City's Community and Business Development Department is the City's liaison with federal, state, and other local public agencies as well as with private sector for-profit and non-profit entities, including lenders, realtors, builders and developers, for the production and rehabilitation of affordable housing, and as the lead entity for the Winston-Salem/Forsyth Housing Consortium. The City will continue to maintain and improve these relationships.

The need for greater service coordination is somewhat dictated by the statutory division of governmental service functions between municipal and county entities. The primary responsibility for coordination of activities, to assure that agencies and programs are working together and that overlap and duplication of services is minimized, rests with coordinating bodies that are coalitions of citizens and agencies that have a targeted service or group focus. Such groups that have housing or related interests are The Continuum of Care, the National Alliance for the Mentally Ill–Forsyth, the Workforce Development Board, the Human Relations Commission, and the Drug and Alcohol Coalition. The ongoing role of monitoring accomplishment of Con Plan goals will lie with these coordinating bodies and collaborative networks for their respective service areas and through the broader citizen participation process.

OTHER ACTIONS

Actions planned to address obstacles to meeting underserved needs, to foster and maintain affordable housing, and to reduce the number of poverty-level families are incorporated into all of the activities described in this Action Plan.

CERTIFICATIONS

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

Affirmatively Further Fair Housing -- The jurisdiction will affirmatively further fair housing, which
means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take
appropriate actions to overcome the effects of any impediments identified through that analysis, and
maintain records reflecting that analysis and actions in this regard.

Anti-displacement and Relocation Plan -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970,
as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential antidisplacement and relocation assistance plan required under section 104(d) of the Housing
and Community Development Act of 1974, as amended, in connection with any activity assisted with
funding under the CDBG or HOME programs.

Anti-Lobbying -- To the best of the jurisdiction's knowledge and belief:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person
for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person
for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and

3. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

Authority of Jurisdiction -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is
seeking funding, in accordance with applicable HUD regulations.

Consistency with plan -- The housing activities to be undertaken with CDBG, HOME, ESG, and
HOPWA funds are consistent with the strategic plan.

Section 3 -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and
implementing regulations at 24 CFR Part 135.

5/6/18

Signature/Authorized Official Date

Specific CDBG Certifications

The Entitlement Community certifies that:

Citizen Participation -- It is in full compliance and following a detailed citizen participation plan that
satisfies the requirements of 24 CFR 91.105.

Community Development Plan -- Its consolidated housing and community development plan identifies
community development and housing needs and specifies both short-term and long-term community
development objectives that provide decent housing, expand economic opportunities primarily for
persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

Following a Plan -- It is following a current consolidated plan (or Comprehensive Housing Affordability
Strategy) that has been approved by HUD.

Use of Funds -- It has complied with the following criteria:

1. Maximum Feasible Priority. With respect to activities expected to be assisted with CDBG funds,
it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);

2. Overall Benefit. The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) FFY13, FFY14 and FFY15 (a period specified by the grantee consisting of one,
two, or three specific consecutive program years), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;

3. Special Assessments. It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee
charged or assessment made as a condition of obtaining access to such public improvements.

However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect

to the public improvements financed by a source other than CDBG funds.

The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

Excessive Force -- It has adopted and is enforcing:

1. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and

2. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

Compliance With Anti-discrimination laws -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC
3601-3619), and implementing regulations.

Lead-Based Paint -- Its activities concerning lead-based paint will comply with the requirements of 24
CFR Part 35, subparts A, B, J, K and R;

Compliance with Laws -- It will comply with applicable laws.

5/6/15

Signature/Authorized Official Date

City Manager
Title

Specific HOME Certifications

The HOME participating jurisdiction certifies that:

Tenant Based Rental Assistance -- If the participating jurisdiction intends to provide tenant-based
rental assistance:

> The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

Eligible Activities and Costs -- it is using and will use HOME funds for eligible activities and costs, as
described in 24 CFR § 92.205 through 92.209 and that it is not using and will not use HOME funds for
prohibited activities, as described in § 92.214.

Appropriate Financial Assistance -- before committing any funds to a project, it will evaluate the
project in accordance with the guidelines that it adopts for this purpose and will not invest any more
HOME funds in combination with other Federal assistance than is necessary to provide affordable
housing;

5/6/18

Signature/Authorized Official Date

City Manager
Title

ESG Certifications

The Emergency Solutions Grants Program Recipient certifies that:

Major rehabilitation/conversion – If an emergency shelter's rehabilitation costs exceed 75 percent of the value of the building before rehabilitation, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 10 years after the date the building is first occupied by a homeless individual or family after the completed rehabilitation. If the cost to convert a building into an emergency shelter exceeds 75 percent of the value of the building after conversion, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 10 years after the date the building is first occupied by a homeless individual or family after the completed conversion. In all other cases where ESG funds are used for renovation, the jurisdiction will maintain the building as a shelter for homeless individuals and families for a minimum of 3 years after the date the building is first occupied by a homeless individual or family after the completed renovation.

Essential Services and Operating Costs – In the case of assistance involving shelter operations or essential services related to street outreach or emergency shelter, the jurisdiction will provide services or shelter to homeless individuals and families for the period during which the ESG assistance is provided, without regard to a particular site or structure, so long the jurisdiction serves the same type of persons (e.g., families with children, unaccompanied youth, disabled individuals, or victims of domestic violence) or persons in the same geographic area.

Renovation – Any renovation carried out with ESG assistance shall be sufficient to ensure that the building involved is safe and sanitary.

Supportive Services – The jurisdiction will assist homeless individuals in obtaining permanent housing, appropriate supportive services (including medical and mental health treatment, victim services, counseling, supervision, and other services essential for achieving independent living), and other Federal State, local, and private assistance available for such individuals.

Matching Funds – The jurisdiction will obtain matching amounts required under 24 CFR 576.201.

Confidentiality – The jurisdiction has established and is implementing procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted under the ESG program, including protection against the release of the address or location of any family violence shelter project, except with the written authorization of the person responsible for the operation of that shelter.

Homeless Persons Involvement – To the maximum extent practicable, the jurisdiction will involve, through employment, volunteer services, or otherwise, homeless individuals and families in constructing, renovating, maintaining, and operating facilities assisted under the ESG program, in providing services assisted under the ESG program, and in providing services for occupants of facilities assisted under the program.

Consolidated Plan – All activities the jurisdiction undertakes with assistance under ESG are consistent with the jurisdiction's consolidated plan.

Discharge Policy – The jurisdiction will establish and implement, to the maximum extent practicable and where appropriate policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, mental health facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent this discharge from immediately resulting in homelessness for these persons.

Signature/Authorized Official Date 5/6/18

City Manager
Title

APPENDIX TO CERTIFICATIONS

INSTRUCTIONS CONCERNING LOBBYING:

A. Lobbying Certification

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

MONITORING PLAN AND SCHEDULE, 2015-2016
SUBRECIPIENTS, CHDOs, HOME RENTAL AND TBRA PROJECTS

Subrecipient and CHDO Monitoring Plan

Subrecipients and CHDOs Subrecipient and CHDO monitoring is scheduled using a risk-based approach.

I. Applicability:

Period: Program Year 2015-2016
Subrecipient Funding Sources Covered: HOME, CDBG, ESG, Continuum of Care
Types of Entities to be Monitored: Nonprofit corporations; Regional Council; Public Housing Authority; Forsyth County, and other City departments, offices and programs.

II. Monitoring Objectives:

Primary:	To ensure that subrecipients comply with applicable rules of the funding program, including financial management standards and eligibility requirements for participants. To ensure that subrecipients meet benchmarks and performance standards proposed for the program.
Secondary:	To identify areas where training and technical assistance may be offered to improve performance and build capacity.

III. Site Visit Procedures:

Step # 1:	Prepare for visit by reviewing applicable rules and guidelines and the subrecipient proposal and agreement.
Step # 2:	Conduct visit as follows: a. Notify subrecipient of date, scope, and focus of review. b. Begin visit with entrance conference with designated official c. Document, gather, analyze and ask questions d. Hold exit conference to report preliminary results, hear reaction/explanations and form conclusions
Step # 3:	a. Follow up with letter that commends successful performance and identifies findings and concerns. b. Institute corrective actions as necessary

At this step, post-monitoring intervention may include:

- Low-level Intervention: recommendation of actions; more frequent or more thorough reporting; more frequent monitoring; participation in technical assistance or training.

- Medium-level Intervention: restriction on funding of payment requests; disallowing payments; requiring repayment; impose probationary status.

- High-level Intervention: temporarily or indefinitely suspend funding; do not renew funding in the subsequent year; terminate funding for the current year; initiate legal action.

IV. Desk Monitoring Procedure

Step # 1:	Ensure that subrecipient file is up-to-date in terms of annual audit report, personnel and procurement policies, board roster, and all other items required in the Subrecipient Agreement.
Step # 2:	Review all requests for reimbursement to ensure that they are accurate, identify eligible costs of eligible activities and serve eligible beneficiaries. Assure that required program reports and back-up documentation are submitted; request any missing information or documentation. Funds may be withheld until missing items are provided by the subrecipient.
Step # 3:	For subrecipients for whom reimbursement requests typically are submitted by staff in a location different from program staff (e.g. Family Services, WSFC Schools), ensure that all program reports due have been received.
Step # 4:	Financial and accounting staff will pre-audit reimbursement request before processing payment.
Step # 5:	Performance reports must be submitted satisfactorily and on time or reimbursement will be delayed.

V. Monitoring Policy Based on Risk Assessments:

Relative Risk Category	*Frequency & Type of Monitoring*
High Risk	Annual site visits to include comprehensive program and fiscal monitoring; ongoing desk monitoring.
Moderate Risk	Annual site visits; focus of visits limited to targeted program and/or fiscal issues; ongoing desk monitoring.
Low Risk	Focus of visits may be comprehensive or limited to targeted program and/or fiscal issues; subject to supervisory approval, on-site visits may be scheduled in alternative years; ongoing desk monitoring.

NOTE: All subrecipients are subject to participation in required training and/or technical assistance, which will be considered on a case-by-case basis, as needed.

VI. Risk Assessment:

A. Risk Factors: Subrecipients undertaking multiple activities or using multiple HUD funding sources, especially with relatively large amounts of funds; subrecipients conducting rental housing, rental assistance or economic development projects; new subrecipients or subrecipients with new management; subrecipients with recent turnover among funded staff or with history of high turnover; subrecipients with prior history of concerns and findings; subrecipients with large or complex organizational structures; subrecipients with changes in leadership, goals or direction of agency; subrecipients failing to meet schedules or failure to submit timely reports; subrecipients with unresolved audit findings or no audit; subrecipients failing to meet federal program or OMB compliance requirements; subrecipients with low quality documentation; subrecipients with unexplained decrease or increase in productivity; failure to resolved findings or concerns from prior monitoring.

B. Ranking: *(highest risk first)*

i. *High Risk:*

- Habitat for Humanity – high risk (large funding amounts from multiple sources–HOME and Local; special HOME CHDO requirements; special lender requirements e.g. truth-in-lending)

- Experiment in Self-Reliance – high risk (multiple activities of rental housing, TBRA and case management and multiple funding sources–HOME, CDBG and CoC; Shelter Plus Care project-based assistance in HOME project; relatively large funding amounts)

- Housing Authority of the City of Winston-Salem – high risk (multiple funding sources for multiple rental assistance programs–HOME and CoC,)

- United Way – high risk (multiple CoC and ESG rapid re-housing and coordinated assessment grants; modest Ten Year Plan subgrant)

ii. *Moderate Risk*

- AIDS Care Service – moderate risk (multiple funding sources–CDBG and Shelter Plus Care)
- Bethesda Center – moderate risk (case management and outreach staff expenses & mileage; ESG and CoC programs)
- The Salvation Army – moderate risk (multiple funding sources—ESG and CoC)

iii. *Low Risk*

- Family Services – low risk (case management staff expenses)
- Financial Pathways of the Piedmont (Center for Homeownership) – low risk (limited activities & single funding source–CDBG)
- Forsyth County Housing– low risk (multiple activities, single funding source–HOME)
- Goodwill Industries – low risk (modest staff funding only)
- Liberty East Redevelopment – low risk (small, single funding source; very low utilization of funds)
- North Carolina Housing Foundation – low risk (small operational grant & single funding source-CDBG)
- Piedmont Triad Regional Council – low risk (limited activities & single funding source–CDBG)
- Samaritan Ministries – low risk (case management and miscellaneous supportive services)
- Summer Youth Employment – low risk (limited period each year, with intensive desk monitoring)
- WS Foundation/Neighbors for Better Neighborhoods – low risk (limited activities & single source–CDBG)

VII. 2015-2016 Subrecipient Monitoring Schedule:

Agencies	***Current Year or Last On-Site Visit***	***Next On-Site Visit***
Experiment in Self-Reliance	June, 2014	April, 2015
Habitat for Humanity	June, 2014	June, 2015
HAWS	June, 2014	April, 2015
United Way	May, 2014	May, 2015
AIDS Care Service	June, 2014	June, 2015
Bethesda Center	June, 2014	April, 2015
Goodwill Industries	June, 2014	June, 2015
NC Housing Foundation	June, 2014	June, 2015
Salvation Army	May, 2014	June, 2015
Family Services	May, 2014	May, 2015
Financial Pathways	May, 2014	June, 2015
Forsyth County Housing	May, 2014	June, 2015
Liberty CDC	May, 2014	May, 2015
Liberty East Redevelopment	May, 2014	May, 2015
Piedmont Triad Regional	June , 2014	May, 2015
Samaritan Ministries	June, 2014	June, 2015
Summer Youth	May 2014	June 2015
WSFC Schools–Project	May, 2014	April, 2015
WSF-Neighbors for Better	May, 2014	June, 2015

VIII. 2015-2016 HOME-Assisted Unit Inspection Schedule

HOME-assisted units to be inspected are shown below. First-year warranty inspections are completed for 100% of units in all projects by rehabilitation construction staff. Post-completion monitoring in subsequent years by housing code enforcement staff follows the following schedule. TBRA units are inspected upon initial occupancy and annually as a part of the recertification process.

HOME Rental and TBRA Project Inspections

Project Name	*Agency*	*Location*	*HOME/Total Units*	*Project Type*	*Frequency*
HAWS TBRA	HAWS	Scattered Units	50/50	TBRA	Annually
Gladstone Apartments	Community Management	1301 Brookstown Ave.	12/12	Rehab	Every 2 years
Vespers II	Community Management	1300 Waughtown Street	28/28	Rehab	Annually
36-East Extension	Community Management	1225 E. 19th Street	8/8	Rehab	Every 2 years
Hunt Park	Community Management	5100 Hunt Park Court	8/60	New Const.	Every 2 years
Griffith Commons	Community Management	Griffith Rd & Burke Mill Rd	3/74	New Const.	Annually
LaDeara Crest	Community Management	2556 Fairchild Hills Rd.	233/245	Rehab	Annually
University Court	Community Management	Third & Dunleith Ave.	12/12	New Const.	Annually
Fifth Street	Experiment in Self-Reliance	1225 East Fifth Street	12/12	Rehab	Annually
Goler Manor	NCHSM	601 N. Chestnut Street	79/79	New Constr.	Annually
Alders Point	Community Management	Mock Street	11/100	New Const.	Annually
Providence Place	Community Management	Gilcrest Street	8/56	New Const.	Annually
Arbor Oaks	Community Management	Hope Lane	35/72	New Const.	Annually
Burton Street	ESR	635-639 Burton St.	4/10	Rehab	Annually
Hunters Hill	NCHSM	1067 Hutton St.	12/12	New Const.	Annually
Orchard Creek	Bradley Development	2810 Orchard Creek Ln.	8/64	New Const	Annually
Fifth Street Apartments II	NCHSM	473 Dunleith Ave.	4/8	New Const	Annually
The Enclave	Miller-Valentine Group	Shattalon Dr. & Bethania Station	6/68	New Const	Annually

HOMEOWNERSHIP AND HOME PROGRAM PROCEDURES

First-Time Homebuyer Assistance Component

The City provides permanent and subordinate mortgage financing through HOME funds and local funds to increase the affordability of newly constructed and existing units in the City of Winston-Salem. These programs are described below.

I. HOME Subsidy Assistance Program

The HOME subsidy program provides homebuyer counseling, education and financial assistance for first-time homebuyers with incomes less than 80% of area median, adjusted by household size. The goal of the program is to facilitate the attainment of home ownership by individuals and families that have the income to afford a mortgage, but may have information, cash or other barriers to ownership.

The program is administered by the Community and Business Development Department of the City of Winston-Salem. Homebuyer education services are provided by the Center for Homeownership. Administrative goals of the program are to provide assistance, assure eligibility and compliance, but minimize unnecessary red tape and bureaucracy. The program is comprised of the following steps:

Pre-Qualification and Homebuyer Education – Applicant must interview with The Center for Homeownership (336.773.0286 x101) to determine readiness for a mortgage loan. Deficiencies are identified and resolution counseling provided. Once the applicant is determined eligible, they will be referred to a local lender for pre-approval. All applicants must enroll in a six-hour homebuyer education course through The Center for Homeownership. Completion is mandatory before loan closing.

Financial Assistance - The supplemental down payment and second mortgage assistance will be provided in conjunction with fixed-rate, 15 to 30 year conventional, FNMA or FHA first mortgage loans. Lender or seller paid 2:1 buy-downs will be accepted; however, City subsidies will not be approved in conjunction with ARM or Balloon first mortgage financing. Non-conforming, high interest rate and fee loans are also not acceptable.

Funds may be used for first mortgage reduction (to achieve affordability at acceptable housing expense and long-term debt ratios), downpayment, and/or closing cost; but cannot be used to pay discount points, buy-downs or pre-paids. The subsidy will be in the form of a deferred second mortgage. Repayment is deferred until the property is sold or transferred, the property ceases to be owner-occupied, or the first mortgage is paid in full. The term of deferral of the second mortgage shall be the same as the first mortgage loan and upon payout of the first mortgage loan, shall begin amortization, at the same payment level as the first mortgage for the term required to pay out the second mortgage loan at a zero percent (0%) interest rate.

The assistance levels shown below by income category are an "up to" amount and not an absolute. In instances where a borrower has multiple sources for closing cost, the City's assistance will be reduced by the amount of "excess" subsidy, i.e. an amount that would result in the Buyer receiving "cash out" on a closing statement, when ratios are in an acceptable range. In addition, the amount of HOME subsidy assistance provided to New Century IDA program graduates will be reduced by $2,000.

A. Household Income and Subsidy Limits

HOME SUBSIDY ASSISTANCE PROGRAM						
Household Size	Very Low <50%	City Subsidy	Low 51-65%	City Subsidy	Moderate 66-80%	City Subsidy
1	$19,650	$8,500	$25,530	$7,500	$31,450	$6,500
2	22,460	9,100	29,170	8,000	35,950	7,000
3	25,250	9,700	32,820	8,600	40,450	7,500
4	28,050	10,500	36,470	9,200	44,900	8,000
5	30,300	11,200	39,380	9,800	48,500	8,500
6+	32,550	12,000	42,300	10,500	52,100	9,200

B. Down Payment and Cash Requirement

Underwriting guidelines of the applicable loan type used will govern most underwriting criteria. The following is only intended to highlight key program requirements.

Income/Debt Ratios - Although conventional loan underwriting criteria vary within FNMA/FHA/Freddie Mac guidelines, the following reflect acceptable ratios and maximum limits for HOME assistance:

- Housing expense ratio ranging from 25% to 33% of gross income
- Housing and Long-term debt ratio up to 41% of gross income

Credit - ALL delinquent non-medical obligations (collections, judgments, charge-offs) must be paid in full. Medical collections with a cumulative total of $1,000 or under must be paid in full. Medical collections with a cumulative total exceeding $1,000 require documentation of payment arrangements.

Reserves - Homebuyer is required to retain the amount of one house payment in their savings or checking account. Reserves must be verified by lender.

Contribution - Purchasers must contribute $1,000 of their own funds. In order to reduce hardship, the monies paid toward earnest money, appraisal, and inspections are counted toward this contribution.

Eligible Properties – Eligible properties include new, existing or rehabilitated single-family detached homes with purchase price not to exceed $130,000. Properties must be located within the city limits and must meet housing code standards. A home inspection is required for all existing homes, the cost of which can be included in the HOME assistance.

Loan Approval/Processing - Eligible home buyers must submit an executed sales contract and obtain first mortgage financing from a participating lender to receive approval of a HOME second mortgage. A five business day turnaround time, from receipt of a complete package, is required for approval of a HOME second mortgage. If there are property inspections issues,

additional time may be required. Additionally, the City of Winston-Salem reserves the right to select the closing attorney and may have specific days of the week in which closings can be held. Documents (i.e. HUD1 and Insurance showing evidence of City of Winston-Salem as Loss Payee) will required in advance of closing.

Asset Limit: Assets must not exceed $10,000.

C. Other HOME Program Terms and Conditions

1. The HOME program will use the IRS Income definition. Additionally, the following two income tests will be required to be utilized:

2.a) Program Eligibility - For purposes of determining program eligibility, income shall be based on all sources of household gross, annualized income for the twelve month period ending on the date of mortgage loan closing, and shall include:

(1) total money earnings received for work performed as an employee before deductions, including wages, salary, recurrent overtime, commissions, fees, tips and bonuses;

(2) net self-employment income;

(3) net cash income from the operation of real property;

(4) interest, dividends, and other investment income;

(5) the full amount of recurrent periodic payments received from Social Security, pensions, insurance policies, or other similar annuities;

(6) the full amount of periodic public assistance payments, alimony, and other payments or contributions which are received on a recurrent basis and which may reasonably be expected to continue.

b) “Qualifying Mortgage Loan Income" is the gross monthly income of the borrower(s), projected for a one-year period from the date of mortgage loan application; including wages (and other recurrent, stable and verifiable income which can be reasonably expected to continue for a three-year period).

3. The appraised value and sales price of assisted units shall not exceed FHA mortgage limits, whether the mortgage is FHA insured or not.

4. City Review and Approval: Upon attainment and receipt of loan processing documentation and verifications (including mortgage credit report, employment, landlord and deposit verifications) and prior to issuance of a mortgage commitment; originating lender will provide copies of the application and loan documentation for review and approval of City assistance. Documentation must also include copies of federal income tax returns for prior three years.

5. City requires a copy of the Homeowner’s Insurance Policy listing the City of Winston-Salem as a loss payee AND a copy of the HUD-1 for review prior to closing.

6. Proof of permanent U.S. residency is required.

7. Use of Second Mortgage Subsidy: City provided assistance may be used to meet down payment and closing cost requirements and to reduce the first mortgage principal to a level that makes the first mortgage affordable. City subsidy assistance will not be used to pay discount points, buy-downs, Mortgage Credit Certificates (MCCs) or pre-paid expenses.

8. HOME Affordability Requirements: The Consortium has selected the recapture method. The HOME Affordability Period shall be the minimum period of affordability required in §92.254(a)(4) based on the amount of HOME assistance per unit.

9. HOME Terms and Conditions: As HOME program funds will be utilized in providing subsidy assistance, HOME program regulations and guidelines will govern program eligibility and implementation. These requirements include, but are not limited to, the following provisions:

a) Mortgage assistance will be provided in the form of a deferred second mortgage loan secured by a deed of trust and evidenced by a written agreement and promissory note to be executed in conjunction with the first mortgage loan.

b) During the affordability period, the City will recapture the entire amount of the HOME direct subsidy if the property is sold, transferred or ceases to remain the principal residence of the owner/family.

c) During the affordability period, should the sales price of a HOME-assisted unit not be sufficient to pay off the first mortgage loan and closing costs, the amount of HOME funds subject to recapture will be limited to the net proceeds (the amount left after paying the first mortgage and closing costs).

d) During the affordability period, the recapture of the second mortgage will be suspended upon foreclosure by a lender or other transferor in lieu of foreclosure, if such foreclosure recognizes any contractual or legal rights of public agencies, non-profit sponsors or others to take actions that would avoid termination of low-income affordability.

e) Assumption of a HOME loan requires City underwriting approval of the mortgagee prior to the transfer of the property to another owner.

II. Supplemental Downpayment Assistance

The Supplemental Downpayment Assistance program provides a subordinate mortgage forgivable loan that can be used for either or a combination of down payment/closing cost and/or principal reduction to facilitate affordability of the first mortgage loan payment by lower income families in the purchase of newly constructed homes or existing homes not requiring rehabilitation. The loan will be forgiven at a rate of 10% yearly to be forgiven over a period of 10 years. Repayment is required only if the home is sold, transferred, or ceases to be occupied as the primary residence during the term of the first mortgage. Subsidy is summarized below:

A. Subsidy Limits

Households Receiving Other Federal, Local or State Homebuyer Assistance Subsidies

- Incomes less than 40% of Median Income - Eligible to receive downpayment assistance of $5,000 or 6% of the property purchase price whichever is less.
- Incomes from 41% to 60% of Median Income - Eligible to receive downpayment assistance of $4,500 or 6% of the property purchase price whichever is less
- Incomes from 61% to 80% Median Income - Eligible to receive downpayment assistance of $3,500 or 6% of the property purchase price whichever is less

Households **Not** Receiving Other Direct Homebuyer Assistance Subsidies. (Lot subsidies tied to specific subdivision locations are not considered “direct” subsidy assistance).

- Incomes less than 50% of Median Income - Eligible to receive downpayment assistance of $6,000 or 6% of the property purchase price whichever is less.
- Incomes from 51% to 80% Median Income - Eligible to receive downpayment assistance of $4,500 or 6% of the property purchase price whichever is less

Contribution: $1,000 (including earnest money, inspections, appraisal and credit reports)

Collections: ALL delinquent non-medical obligations (collections, judgments, charge-offs) must be paid in full. Medical collections with a cumulative total of $1,000 or under must be paid in full. Medical collections with a cumulative total exceeding $1,000 require documentation of payment arrangements.

Ratios: Front-end: 33%, Back-end: 41%

Asset Limit: $10,000

Proof of permanent U.S. residency is required for ALL programs.

B. Other HOME Program Terms and Conditions

1. The HOME program will use the IRS Income definition. Additionally, the following two income tests will be required to be utilized:

   a) Program Eligibility - For purposes of determining program eligibility, income shall be based on all sources of household gross, annualized income for the twelve month period ending on the date of mortgage loan closing, and shall include:

   (1) total money earnings received for work performed as an employee before deductions, including wages, salary, recurrent overtime, commissions, fees, tips and bonuses;

   (2) net self-employment income;

   (3) net cash income from the operation of real property;

   (4) interest, dividends, and other investment income;

   (5) the full amount of recurrent periodic payments received from Social Security, pensions, insurance policies, or other similar annuities;

   (6) the full amount of periodic public assistance payments, alimony, and other payments or contributions which are received on a recurrent basis and which may reasonably be expected to continue.

   b) “Qualifying Mortgage Loan Income" is the gross monthly income of the borrower(s), projected for a one-year period from the date of mortgage loan application; including wages (and other recurrent, stable and verifiable income which can be reasonably expected to continue for a three-year period).

2. The appraised value and sales price of assisted units shall not exceed FHA mortgage limits, whether the mortgage is FHA insured or not.

3. City Review and Approval: Upon attainment and receipt of loan processing documentation and verifications (including mortgage credit report, employment, landlord and deposit verifications) and prior to issuance of a mortgage commitment; originating lender will provide copies of the application and loan documentation for review and approval of City assistance. Documentation must also include copies of federal income tax returns for prior three years.

4. City requires a copy of the Homeowner's Insurance Policy listing the City of Winston-Salem as a loss payee AND a copy of the HUD-1 for review prior to closing.
5. Proof of permanent U.S. residency is required.
6. Use of Second Mortgage Subsidy: City provided assistance may be used to meet down payment and closing cost requirements and to reduce the first mortgage principal to a level that makes the first mortgage affordable. City subsidy assistance will not be used to pay discount points, buy-downs, Mortgage Credit Certificates (MCCs) or pre-paid expenses.
7. HOME Affordability Requirements: The Consortium has selected the recapture method. The HOME Affordability Period shall be the minimum period of affordability required in §92.254(a)(4) based on the amount of HOME assistance per unit.
8. HOME Terms and Conditions: As HOME program funds will be utilized in providing subsidy assistance, HOME program regulations and guidelines will govern program eligibility and implementation. These requirements include, but are not limited to, the following provisions:

a) Mortgage assistance will be provided in the form of a deferred second mortgage loan secured by a deed of trust and evidenced by a written agreement and promissory note to be executed in conjunction with the first mortgage loan.
b) During the affordability period, the City will recapture the entire amount of the HOME direct subsidy if the property is sold, transferred or ceases to remain the principal residence of the owner/family.
c) During the affordability period, should the sales price of a HOME-assisted unit not be sufficient to pay off the first mortgage loan and closing costs, the amount of HOME funds subject to recapture will be limited to the net proceeds (the amount left after paying the first mortgage and closing costs).
d) During the affordability period, the recapture of the second mortgage will be suspended upon foreclosure by a lender or other transferor in lieu of foreclosure, if such foreclosure recognizes any contractual or legal rights of public agencies, non-profit sponsors or others to take actions that would avoid termination of low-income affordability.
e) Assumption of a HOME loan requires City underwriting approval of the mortgagee prior to the transfer of the property to another owner.

III. Citywide Homeownership Assistance Program (C-HAP)

The Citywide Homeownership Assistance Program (C-HAP) provides homebuyer counseling, education and financial assistance for first-time homebuyers with incomes 80% or less than the area median, adjusted by household size. The goal of the program is to facilitate the attainment of home ownership by individuals and families that have the income to afford a mortgage, but may have information, cash or other barriers to ownership.

C-HAP is administered by the Community and Business Development Department of the City of Winston-Salem. Homebuyer education services are provided by the Center for Homeownership. An administrative goal of the program is to provide assistance, assure eligibility and compliance, but minimize unnecessary red tape and bureaucracy. The program is comprised of the following steps:

Pre-Qualification and Homebuyer Education – Applicant must interview with The Center for Homeownership (336.773.0286) to determine readiness for a mortgage loan. Deficiencies are identified and resolution counseling provided. Once the applicant is determined eligible, they will be referred to a local lender for pre-approval. All applicants must enroll in a six-hour homebuyer education course through The Center for Homeownership. Completion is mandatory before loan closing.

Financial Assistance - The supplemental down payment and second mortgage assistance will be provided in conjunction with fixed-rate, 15 to 30 year conventional, FNMA or FHA first mortgage loans. Lender or seller paid 2:1 buy-downs will be accepted, however, City subsidies will not be approved in conjunction with ARM or Balloon first mortgage financing. Non-conforming, high interest rate and fee loans are also not acceptable.

Funds may be used for first mortgage reduction, downpayment, and/or closing cost. It can be used toward pre-paids and discount points or pre-paids and origination fees. It cannot, however, be used for buy-downs. The City subsidy will be in the form of a deferred, no-interest second mortgage. Repayment is deferred until the property is sold, transferred, or refinanced; if the home ceases to be owner-occupied, or the first mortgage is paid in full.

Household Size and Income Limits

Household Size	Income Limit
1	$31,450
2	35,950
3	40,450
4	44,900
5	48,500
6+	52,100

The maximum second mortgage amount is $12,000 or 20% of the sales price, whichever is less. This assistance is an *up to* amount and not an absolute. In instances where a borrower has multiple sources for closing cost, the City's assistance will be reduced by the amount of excess subsidy. The City must be in second lien-holder position.

Down Payment and Cash Requirement

Underwriting guidelines of the applicable loan type used will govern most underwriting criteria. The following is only intended to highlight key program requirements.

Income/Debt Ratios - Although conventional loan underwriting criteria vary within FNMA/FHA/Freddie Mac guidelines, the following reflect acceptable ratios and maximum limits for C-HAP assistance:

- Housing expense ratio ranging 20% to 33% of gross income
- Housing and long-term debt ratio up to 41% of gross income

Credit - ALL delinquent non-medical obligations (collections, judgments, charge-offs) must be paid in full. Medical collections with a cumulative total of $1,000 or under must be paid in full. Medical collections with a cumulative total exceeding $1,000 require documentation of payment arrangements.

Reserves - Homebuyer is required to retain the amount of one house payment in their savings or checking account. Reserves must be verified by lender.

Contribution - Purchasers must contribute 1% of the sales price with a minimum contribution of $1,000. This must come from their own funds. In order to reduce hardship, the monies paid toward Earnest Money, Appraisal, and Inspections are counted toward this contribution.

Eligible Properties - Includes new, existing or rehabilitated single-family detached homes with purchase price not to exceed $140,000. Properties must be located within the city limits and must meet housing code standards. A home inspection and a termite inspection are required for **all** existing homes, the cost of which can be included in the C-HAP assistance.

Loan Approval/Processing - Eligible home buyers must submit an executed sales contract and obtain first mortgage financing from a participating lender to receive approval of a C-HAP second mortgage. A five (5) business day turnaround time, from receipt of a complete package, is required for approval of a C-HAP loan. If there are property inspections issues, additional time may be required. Additionally, the City of Winston-Salem reserves the right to select the closing attorney and may have specific days of the week in which closings can be held. Documents (i.e. HUD1 and Insurance showing evidence of City of Winston-Salem as Loss Payee) may be required in advance of closing.

Asset Limit: Assets must not exceed $10,000.

Other Terms and Conditions

1. The appraised value and sales price of assisted units shall not exceed FHA mortgage limits, whether the mortgage is FHA insured or not.

2. City Review and Approval: Upon attainment and receipt of loan processing documentation and verifications (including mortgage credit report, employment, landlord and deposit verifications) and prior to issuance of a mortgage commitment; originating lender will provide copies of the application and loan documentation for review and approval of City assistance. Documentation must also include copies of federal income tax returns for prior three years.

3. The Loss Payee clause should read as "*City of Winston-Salem, Revenue Department, PO Box 2756, Winston-Salem, NC 27102".*

4. Use of Second Mortgage Subsidy: City provided assistance may be used to meet down payment and closing cost requirements and for principal reduction to increase buyer affordability. City subsidy assistance will not be used to pay discount points, buy-downs, or MCC's expenses.

5. Proof of U.S. Residency Status is required.

6. Terms and Conditions of Second Mortgage Subsidy:

7. The second mortgage assistance will be provided in the form of a no-interest deferred second mortgage loan secured by a deed of trust and evidenced by a promissory note.

8. The term of deferral of the second mortgage shall be the same as the first mortgage loan, with a minimum of fifteen (15) years and a maximum of thirty (30) years. Upon payout of the first mortgage loan, the second mortgage shall begin amortization, at the same payment level as the first mortgage for the term required to pay-out the second mortgage loan at a zero percent (0%) interest rate.

9. Repayment of all of the second mortgage will be required if the property is sold, transferred or ceases to remain in owner/family occupancy during the term of the primary mortgage loan.

10. Assumption of a C-HAP loan requires City underwriting approval of the mortgagee prior to the transfer of the property to another owner.

Application packages must be complete, and may be submitted by the Lender.

The program is funded with locally derived funds.

IV. Second Mortgage Assistance (70/30) Program

The City of Winston-Salem Community and Business Development offers financial assistance to first-time homeowners by providing below-market financing for the purchase of newly constructed homes in redevelopment areas. The borrower must have not had an ownership interest in a principal residence for the prior three tax years. Home owners displaced by local government action are exempt from this requirement. The City Second Mortgage Assistance programs combine two low-interest mortgage loans to make the purchase of a house in City redevelopment areas affordable for moderate income households. Seventy percent (70%) is borrowed from a lender at a fixed rate for 15 years. Thirty percent (30%) is borrowed from the City at a 5% rate for a term of approximately five years. The monthly house payment to the City is based on the amount of the first mortgage and does not begin until the sixteenth year. The maximum household income should not exceed 120% Area Median Income (AMI).

Contribution: $1,000 (which includes amounts paid for earnest money, inspections, appraisal and credit reports). In addition, applicants exceeding 80% AMI are required to contribute a minimum 1% downpayment. Downpayment monies paid toward obtaining the first mortgage will be considered as a part of this contribution.

Collections: ALL delinquent non-medical obligations (collections, judgments, charge-offs) must be paid in full. Medical collections with a cumulative total of $1,000 or under must be paid in full. Medical collections with a cumulative total exceeding $1,000 require documentation of payment arrangements.

Ratios: Front-end: 33%, Back-end: 41%

Inspections: The mortgagee reserves the option to inspect/evaluate the property annually throughout the term of the loan to ensure the property is owner-occupied.

Asset Limit: $10,000

The program is funded with locally derived funds.

V. Section 8 Homeownership

The U.S. Department of Housing and Urban Development (HUD) authorizes funds for local Public Housing Authorities (PHA) to supplement low-to-moderate income families with monthly housing assistance. These funds are paid directly to the landlord. Within the last few years HUD has authorized these funds to be used toward the purchase of a home, and the monthly housing payment can be applied toward a mortgage. For applicants that are in need of additional assistance the City of Winston-Salem's Housing/Neighborhood Development Department offers a second mortgage program specifically designed for Section 8 participants.

The maximum City Second Mortgage amount is based on the loan amount that can be supported by the Section 8 subsidy for a maximum term of 30 years up to $20,000 at an interest rate of 0%. The monthly Housing Assistance Payment (HAP) is forwarded to the City of Winston-Salem and is applied toward the Second Mortgage. The following guidelines will apply:

1. Debt Ratios: 33% - 41%.

2. For program eligibility, "Total" family income will be reviewed, and it must not exceed 80% AMI depending upon the family size.

3. The maximum asset limit is $10,000.

4. Must be a permanent U.S. resident.

5. The term of the loan will be identical to the term of the HAP subsidy.

6. The Section 8 check will be endorsed and mailed to the City's Revenue collector on a monthly basis. Late fees incurred as a result of a lack of timely payment will be the buyer's responsibility. Buyer must sign the "Section 8 Voucher Rider" if receiving this type of Second Mortgage.

7. Buyer must present a copy of 30-day notice to landlord for evacuating.

8. Applicant must provide the signed "Purchase Contract" along with the "Addendum to Residential Purchase Agreement".

9. Applicant/Buyer must submit a letter (on company letterhead) of approval from HAWS indicating mortgage readiness.

10. A copy of the "Section 8 Homeownership Voucher" indicating the anticipated HAP payment.

11. The following loan requirements apply:
    a. Interest rate less than 1% over the prevailing interest.
    b. Origination fee no more than 1%.
    c. Must not charge any form of associated cost, fees for providing a loan.
    c. All loans must be a fixed rate for the entire life (30 year max) of the loan.
    d. All mortgage payments must include escrows for Taxes and Insurance.

12. Applicant/Buyer must attend Housing Counseling and take homeownership classes offered by Center for Homeownership or as designated by City of Winston-Salem Housing/Neighborhood Development Department.

13. If an applicant's income/debt does not justify utilizing this program, applications for other homeownership programs will be reviewed on a case-by-case basis.

The program is funded with locally derived funds.

VI. CHDO Homeownership Development

The City provides HOME funds to a Community Housing Development Organization (CHDO) to develop single-family housing for sale to owner-occupants. Units may be newly constructed units or the purchase and rehabilitation of existing vacant units.

Pre-qualification, homebuyer education, and loan underwriting are conducted by the CHDO in accordance with HOME regulations and its own standards. The financing is structured as a subordinate mortgage to the homebuyer from the City equal to the amount of HOME assistance for the unit. The subordinate mortgage is recorded by a deferred Note and Deed of Trust that is due on sale or transfer of the property or when the home no longer remains owner-occupied by the initial purchasers. The amount of HOME assistance is a set amount based on the City's funding priorities and the needs of the CHDO, in compliance with HOME subsidy limit requirements. Approval by the City is required before any said deferred Note and Deed of Trust may be assumed upon transfer of property to another owner. The City requires a copy of the homeowner's insurance policy listing the City of Winston-Salem as a loss payee. Permanent U.S. residency is required.

HOME Affordability Requirements: The Consortium has selected the recapture method. The HOME Affordability Period shall be the minimum period of affordability required in §92.254(a)(4) based on the amount of HOME assistance per unit.

HOME Terms and Conditions: As HOME program funds will be utilized in providing subsidy assistance, HOME program regulations and guidelines will govern program eligibility and implementation. These requirements include, but are not limited to, the following provisions:

a) Mortgage assistance will be provided in the form of a deferred second mortgage loan secured by a deed of trust and evidenced by a written agreement and promissory note to be executed in conjunction with the first mortgage loan.
b) During the affordability period, the City will recapture the entire amount of the HOME direct subsidy if the property is sold, transferred or ceases to remain the principal residence of the owner/family.
c) During the affordability period, should the sales price of a HOME-assisted unit not be sufficient to pay off the first mortgage loan and closing costs, the amount of HOME funds subject to recapture will be limited to the net proceeds (the amount left after paying the first mortgage and closing costs).
d) During the affordability period, the recapture of the second mortgage will be suspended upon foreclosure by a lender or other transferor in lieu of foreclosure, if such foreclosure recognizes any contractual or legal rights of public agencies, non-profit sponsors or others to take actions that would avoid termination of low-income affordability.
e) Assumption of a HOME loan requires City underwriting approval of the mortgagee prior to the transfer of the property to another owner.

Tenant-Based Rental Assistance (TBRA) Component

The program shall follow the guidelines of the Administrative Plan for the Housing Choice Voucher Program of the Housing Authority of the City of Winston-Salem (HAWS) unless otherwise specified in the agreement with HAWS.

A. Program Goal

The program's goal is to help participants achieve housing stability. The City of Winston-Salem will contract with the Housing Authority of the City of Winston-Salem (HAWS) to administer HOME funds for tenant-based rental assistance for formerly homeless persons, persons with special needs or other populations needing rental assistance. Local service providers (agencies) will serve as referral and service coordination agencies.

B. Selection Procedures and Criteria

Agencies initially will screen and refer applicants to HAWS. Pursuant to the HOME regulations at 24 CFR 92.209, tenant-based rental assistance may only be provided to very low- and low-income families, adjusted for household size. However, to ensure compliance with HOME regulations at 24 CFR 92.216, households accepted into the program must have incomes below 60% of area median income.

HOME funds are allocated 1) to facilitate transition of homeless and formerly homeless persons or families to permanent housing and self-sufficiency, 2) to assist persons who are disabled, and 3) to assist the "working poor," i.e., persons or families at or below fifty percent (50%) of Area Median Income and who are employed at the time assistance is committed. To assure the likelihood of continued residential stability, all homeless, formerly homeless and disabled tenants who receive rental assistance must participate in a case management program or receive supportive services from the referring agency, and all other tenants must remain employed or be receiving unemployment compensation.

Participation in the HOME TBRA Program cannot preclude a household from applying for or participating in other programs or forms of assistance, such as the Housing Choice Voucher Program. HOME TBRA tenants should be strongly encouraged to apply for other assistance as needed; however, HOME TBRA tenants must relinquish HOME assistance in order to accept other rental assistance.

C. Rental Assistance Administration

HAWS will administer the rental coupon system. The referring agency will assist participants in locating standard, affordable housing. HAWS will pay the HOME TBRA assistance to the owner. The participant will be responsible for paying the balance of rent to the owner. Leases must not contain any of the prohibited lease terms described under 24 CFR 92.253(b).

HAWS shall complete and submit to the City a project set-up form at the time each lease is executed. The format of the project set-up form shall be provided by the City. The City must be notified monthly of changes in the amounts of monthly assistance to participants, and an amended project set-up report form must be submitted by HAWS to the City for such participants.

D. Income Limits and Amounts of Assistance

Households accepted into the program must have incomes below 60% of area median income. New HOME income limits will become effective annually on July 1, or on HUD's effective date if median decreases. HAWS and the referring agency shall obtain new income limits each year from the City for the purpose of determining eligibility of participants. Each referring agency will screen for income

eligibility. HAWS shall verify and calculate annual incomes, adjusted incomes, and assistance amounts. The Housing Choice Voucher Program definition of income shall be used. Income recertifications will be effective on each participant's anniversary date. Assistance amounts will be computed using the Housing Choice Voucher Program procedures. However, payment standards used must be between 80% and 100% of the Fair Market Rent (FMR), unless a reasonable accommodation for disability is requested, in which case the payment standard may be increased up to 110% of the FMR. The minimum tenant contribution to rent under the program will be the minimum rent applicable under the Housing Choice Voucher Program Administrative Plan.

E. Termination of Assistance

Participants who are homeless, formerly homeless, or disabled will be required to participate in a case management program or receive supportive services as a condition of rental assistance. Participants who do not cooperate with program staff or who fail to maintain required contact or who do not make agreed-upon progress towards becoming self-sufficient, as described in an agreed-upon case plan, may be terminated from the program.

Participants who are working poor must maintain employment or be receiving unemployment compensation from the North Carolina Employment Security Commission (NCESC). Failure to meet this requirement will result in termination from the program. If laid off, the participant must provide documentation to HAWS of application for unemployment compensation and the NCESC decision.

Assistance to participants whose incomes rise above 80% of area median income must be terminated after HAWS gives reasonable notice to the tenant. All assistance for any participant may be terminated after one year of participation in the program, regardless of income. Pursuant to 24 CFR 92.209, HAWS may propose to renew assistance to a tenant up to a total of 24 months of assistance. Assistance beyond the initial 24 months must be requested in writing and approved by the City.

F. Other Issues

HOME Program requirements are addressed by the HOME Program Rule at 24 CFR 92.

Affirmative Marketing

HOME Programs are marketed affirmatively to attract prospective buyers or tenants of all minority and non-minority groups in the housing market area regardless of race, color, religion, sex, national origin, disability, or familial status. The purpose of affirmative marketing is to ensure that any group(s) of persons normally not likely to apply for the housing without special outreach efforts know about the housing, feel welcome to apply and have the opportunity to buy or rent. Affirmative marketing efforts include distribution of brochures to neighborhood groups and other organizations, participation in community events using banners, brochures and one-on-one advertising, television announcements, web page information, cross-training on program information with other housing-related organizations, and coordination with public information efforts of other city and county departments. Program materials will display the Equal Opportunity logo. Minority-owned and/or minority-operated media will be used as part of the marketing program.

SUMMARY OF CONSULTATIONS AND NEIGHBORHOOD MEETINGS

Within Forsyth County, the collaboration process is on-going and year-around. The City participates in key umbrella groups, including the Continuum of Care and the HUD-funded regional planning consortium now known as Piedmont Together, which is coordinated by the Piedmont Authority for Regional Transportation. This consortium includes work groups on housing, economic and workforce development, infrastructure, healthy communities and other key development areas. The City is a founding member of the Winston-Salem Community Development Support Collaborative (Funder's Collaborative), and has participated with banks, foundations, government, and other interested parties to increase the capacity of community development corporations. However, the Funder's Collaborative will cease operations in July due to funders refocusing their funding priorities. Through these collaborative groups, the City receives regular input on plans and initiatives. Other partners participating in these groups include the Housing Authority of Winston-Salem, United Way of Forsyth County, foundations, Forsyth County government agencies and CenterPoint Human Services**.**

Coordination also occurs within the Continuum of Care in an effort to address the needs of homeless persons. Populations receiving focus include chronically homeless individuals and families, families with children, veterans, and unaccompanied youth, as well as persons at risk of homelessness. The Winston-Salem/Forsyth County Continuum of Care (CoC) is designated by HUD as Continuum of Care NC-500. The CoC now operates under a Governance Charter with participation at three levels: a Commission on Ending Homelessness, an Operating Cabinet, and general Continuum of Care membership. Through its committees the CoC conducts ongoing assessment of the needs of all persons who are homeless or at risk of homelessness. The Continuum of Care also provides input to assist the jurisdiction in determining how to allocate ESG and Continuum of Care funds, develop performance standards, evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS.

The Plan reflects partnerships among all levels of government and the private sector, including for-profit and non-profit organizations. The community consultation process is ongoing and evolves as new partners emerge to address community needs. Table D-1 lists a broad spectrum of consultations from which input was derived for Plan development.

Table D-1: Summary of Consultations			
Name	**Type**	**Con Plan Section**	**Nature of Consultation**
AIDS Care Service	Services-Persons with HIV/AIDS	Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy	Assistance with HIV/AIDS-specific data sources, identification of needs and resources; strategy recommendations
Carolina Homeless Information Network Michigan Coalition Against Homelessness	Planning Organizations	Homelessness Strategy	Member of governance board of statewide homeless information system
Center for Homeownership	Other – Services-Housing	Housing Needs Assessment	Advisory Board to address issues impacting the Center, addressing homebuyer concerns and housing counseling and promoting special events.
CenterPoint Human Services	Services-Persons with Disabilities	Homelessness Strategy Non-Homeless Special Needs	Identification of needs; strategy recommendations
City Budget Department	Grantee Department	Other – Annual Plan	Discussions related to the subgrantee application process and to local funds available for Plan activities
City/County Planning Board	Grantee Department	Other – Barriers to Affordable Housing	Discussions related to environmental review, historic preservation, and the Unified Development Ordinance
City Finance Department	Grantee Department	Other – Annual Plan	Discussions related to closing out grant years and other finance issues
City Human Relations Department	Grantee Department Services – Fair Housing	Other – Fair Housing	Discussions related to Analysis of Impediments and fair housing program
Communities Helping All Neighbors Gain Empowerment (CHANGE)	Civic Leaders	Non-Housing Community Development Strategy	Discussion of impact of City programs in neighborhoods
Communities in Schools	Civic Leaders	Non-Housing Community Development Strategy	Discuss multi-family services and its impact as it relates to current housing projects
Coordinated Assessment Team	Services – Homeless	Homelessness Strategy	Reviews cases for referral of homeless households to rapid rehousing, permanent supportive housing and services
ECHO Council	Foundation	Non-Housing Community Development Strategy	Everyone Can Help Out leadership initiative of Winston-Salem Foundation
Fair Housing Summit	Business Leaders	Market Analysis	Planning group with city staff, lenders and realtors for annual Fair Housing month events
Family Services; Next Step Ministry	Services-Victims of Domestic Violence	Homelessness Strategy	Members of Continuum of Care planning group identifying needs and providing recommendations for strategies and programs
Forsyth Futures	Planning Organization	Non-Housing Community Development Strategy	Community collaboration to address issues in civic engagement, economic stability, education, health and safety, particularly related to performance outcomes.

Table D-1: Summary of Consultations			
Name	**Type**	**Con Plan Section**	**Nature of Consultation**
Forsyth Lead Hazard Reduction Coalition	Services – Children Services – Health Health Agency	Lead-Based Paint Strategy	Discuss prevention of lead poisoning; Health Department is a key partner
Forsyth Working Families Advisory Board	Services - Children	Non-Housing Community Development Strategy	Discussion of issues faced by working families in Forsyth County
Habitat for Humanity of Forsyth County, Inc.	Housing	Housing Needs Assessment	Discuss project issues and potential projects, including neighborhood redevelopment
HMIS Committee	Planning Organization	Homelessness Strategy	Group of agencies to improve data quality and performance measurement
HOME Cooperating Units	Other Government – Local	Market Analysis	Forsyth County discussions with municipalities regarding operation of the HOME program and selection of rehab clients
HOME TBRA Committee	PHA	Housing Need Assessment	Meetings sponsored by Housing Authority to discuss HOME TBRA and Continuum of Care rental assistance issues with referral agencies
Housing Authority of Winston-Salem	PHA	Public Housing Needs	Regular consultations regarding capital investment, access to rental housing, HAWS' Choice Neighborhoods Grant
Housing Coalition	Services – Homeless	Homeless Needs – Chronically homeless, Families with Children, Veterans	Task-oriented group developing permanent supportive housing, coordinated intake and other specific initiatives
IDA Working Group	Other – Services-Housing	Anti-poverty Strategy	Group coordinating assistance to Individual Development Account program participants
Municipal Economic Opportunity Profile	Regional Organization	Anti-poverty Strategy	Committee meeting to assess community wealth and poverty analysis
NC Coalition to End Homelessness	Other – Advocacy	Homelessness Strategy	Member of statewide membership nonprofit created to secure resources, encourage public dialogue, and advocate for public policy change to end homelessness.
NC Department of Commerce, Division of Community Assistance	Other Government – State	Non-housing Community Development Strategy	Forsyth County discussions regarding availability of funds and program operations
NC Housing Foundation	Housing Services – Persons with Disabilities Services - Elderly	Housing Needs Assessment Non-homeless Special Needs	Partner assisting in implementation of housing element of Ten Year Plan to End Chronic Homelessness; developer of housing for elderly and disabled
Neighborhood Stabilization Program	Other Government – County	Housing Need Assessment	Discuss project issues with Forsyth County and opportunity for future funds
Piedmont Triad Regional Council	Regional Organization Services – Employment Publicly Funded Institution-System of Care3	Non-housing Community Development Strategy; Anti-Poverty Strategy	Council of governments working on workforce development and criminal justice, among other issues; Project Re-Entry intervenes in prison discharge system.
Project Homeless Connect Planning Committee	Services – Homeless	Homeless Needs – Chronically Homeless	Committee implementing annual one-day, one stop shop event

Table D-1: Summary of Consultations			
Name	**Type**	**Con Plan Section**	**Nature of Consultation**
Rapid Re-Housing Collaborative Case Assessment Team	Services – Homeless	Homeless Needs – Chronically homeless, Families with Children, Veterans	Review individual cases for ESG Rapid Re-Housing and Supportive Services for Veterans Families (SSVF) program
S.G. Atkins CDC	Other – Community Development Corporation	Non-housing Community Development Strategy	Advisory Board meetings
Small Business Loan Committee	Private Sector Banking/Finance	Anti-poverty Strategy	Review of economic development loan applications
Subgrantee Consultations	Housing	Non-homeless Special Needs Housing Need Assessment	Provide consultation upon request to potential funding applicants.
Commission on Ending Homelessness	Other Government – County	Homelessness Strategy	Implement Ten-Year Plan to End Chronic Homelessness
United Way Impact Council	Foundation	Non-housing Community Development Strategy	Make recommendations on resource allocations in community impact areas
U.S. Department of Veterans Affairs	Other government - Federal	Homelessness Strategy	VA staff as member of Continuum of Care group to help identify needs and develop recommendations
WSFC Continuum of Care	Continuum of Care	Homeless Needs – Chronically homeless, Families with Children, Veterans	Local collaboration and shelter and service coordination; Executive Board membership
WSFC Schools	Services – Education	Homelessness Strategy	Recommendations on meeting education requirements of the HEARTH Act
Youth in Transition	Child Welfare Agency	Homelessness Strategy	Organization committed to improving outcomes for youth leaving foster care.

In addition to the organizations listed above, City staff continues to work with the 111 neighborhood associations currently identified within the city, serving as liaisons between the associations and the city relative to the effective delivery of city services. One Community and Business Development staff person is assigned to work with citizens throughout the City on neighborhood improvement projects. There are six Community Assistance Specialist positions that have been created to be liaisons between City government and citizens. Each Community Assistance Liaison is responsible for an area of the city that corresponds to one or two wards. Liaisons proactively identify citizen issues and concerns, and respond directly to citizens rather than acting as a referral service, or work with City departments to resolve them. As a result, ongoing information about needs in the community is provided to the jurisdiction by citizens.

Relation to Other Plans

The Strategic Plan is consistent with other plans impacting the jurisdiction, as follows:

The Strategic Plan is consistent with **Legacy 2030**, the community's comprehensive plan, for which the lead organization is the City-County Planning Board. Areas of consistency include regional cooperation in planning, a vital and diverse economy, concern for the environment balanced with economic development, downtown as a focal point of the community, livable neighborhoods, communities with special character and identities, high quality of life and active citizenship.

The Strategic Plan also reflects consistency with the **Downtown Plan**. The Downtown Plan focuses on creating a vibrant center city that encourages creativity, social equality and opportunity. This focus is also evidenced in the emphasis in the Strategic Plan on activities in the Neighborhood Revitalization Strategy Area.

The Strategic Plan also is reflective of the **Piedmont Together** regional sustainability planning process. The regional housing plan under development will focus on meeting future housing needs by promoting fair housing, livability, sustainability, equity, and affordability, themes which are also reflected in the Strategic Plan. The Consolidated Plan reflects cooperation and coordination with other public entities, including the State and adjacent units of general local government. Piedmont Together has provided an additional venue for cooperation and coordination.

The goals of the Strategic plan related to homelessness are based on the major goals of the **Continuum of Care Action Plan** developed in 2012 to implement provisions of the HEARTH Act. Also, the goals of the Strategic Plan include strategies consistent with the **Ten Year Plan to End Chronic Homelessness**, such as provision of permanent supportive housing and improvement of the system for all homeless persons. The Strategic Plan reflects themes consistent with **Opening Doors: the Federal Strategic Plan To Prevent and End Homelessness**, including increasing stable and affordable housing, increasing economic security, and retooling the homeless crisis response system.

A Summary of Citizen Comments and Responses
2015-2016 Annual Planning Process
(Questions and Comments in ***bold italics***)

What are the Housing Authority's plans for Cleveland Avenue Homes? Are they going to tear it down?

In November 2013, the Housing Authority of Winston-Salem received a $500,000 Choice Neighborhoods Planning Grant from the U.S. Department of Housing and Urban Development (HUD) for the Cleveland Avenue Neighborhood. The planning area consists of approximately 130 acres, from Highland Avenue to File Street along Martin Luther King Jr. Drive (west to east) and from Martin Luther King Jr. Drive to Twenty-first Street (south to north), and includes the Cleveland Avenue Homes public housing development. The purpose of the grant is to create a transformation plan for the neighborhood that focuses on people, housing, and neighborhood. The transformation plan should be resident-driven and address health, education, employment, transportation and choices for housing. The Housing Authority is holding meetings with interested stakeholders to gain input for the transformation plan. People interested in participating in the planning process should contact the Housing Authority. Since this is a planning grant only, no decisions have been made about Cleveland Avenue Homes. Once the transformation plan is adopted, the Housing Authority will have to secure funding to implement the recommendations, which could include applying for a Choice Neighborhoods Implementation Grant.

Where is the hair salon being considered for a Small Business Loan located? What services are available to help someone open a hair salon?

The hair salon in question plans to relocate to the Southeast Plaza Shopping Center and is an expansion of an existing business. Businesses applying under the Small Business Loan Program must be located in the Neighborhood Revitalization Strategy Area. Staff will review a business plan and other required documentation and provide technical assistance. Lending decisions are made by the Loan Committee. The City also offers a Section 3 Business Training Program in the fall, which provides training in business skills (taxes, bookkeeping, legal issues, marketing, etc.) 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.

Whom should someone contact if they are interested in participating in the Youth Build program?

The Youth Build grant ends December 31, 2015, and all participants have completed the training and are receiving services to help them achieve their program goals. The City plans to apply for another Youth Build grant when the U.S. Department of Labor issues a notice of funding availability. Interested participants should contact Sharon Johnson at (336) 734-1289 or **sharonj@cityofws.org** or Antonio McKoy at (336)734-1283 or **antoniolm@cityofws.org** to be placed on a waiting list.

There have been comments about the Request for Proposal process, especially about getting the word out on timing.

At the request of the City Council, the application process to apply for CDBG and HOME funds was combined with the Community Agency application process administered by the City's Budget Office to apply for local funds. An orientation workshop was held October 21, 2014, a technical assistance workshop was held November 6, 2014, and applications for all fund sources were due to the Budget Office November 21, 2014. Community and Business Development Department staff worked with

Budget Office staff on procedures to ensure that CDBG, HOME, ESG, and Consolidated Planning regulations were met. For next year's process, the City will make efforts to better publicize the RFP,

Emergency Solutions Grants (ESG) Policies and Procedures

ESG Assistance to Participants

a. Standard policies and procedures for evaluating individuals' and families' eligibility for assistance under ESG.

- Rapid Re-housing Program participants must be homeless as defined by HUD with a priority given to those who are currently either in shelter or living in a place not fit for human habitation.
- Rapid re-housing and prevention program participants must have an annual income below 30 percent of median family income for the area, as determined by HUD. Outreach and shelter participants are not subject to an income limit.
- The participant is subject to an initial assessment prior to assistance.
- Participants must agree to meet with a case manager not less than once per month to assist the program participant in ensuring long-term housing stability, unless prohibited by the Violence Against Women Act of 1994 or the Family Violence Prevention and Services Act.
- Participants must agree to participate with the subrecipient in developing a plan to assist the program participant to retain permanent housing after the ESG assistance ends, taking into account all relevant considerations, such as the program participant's current or expected income and expenses; other public or private assistance for which the program participant will be eligible and likely to receive; and the relative affordability of available housing in the area.

b. Policies and procedures for coordination among emergency shelter providers, essential service providers, homelessness prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers.

The Continuum of Care system will use coordinated intake and assessment, which will apply to all persons entering shelter. Rapid re-housing cases will be reviewed by a multi-agency team prior to acceptance. Participants in each case will be assessed for needs and assisted in accessing all mainstream services they need and for which they are eligible. All ESG subrecipients must enter data into the Homeless Management Information System (HMIS), which facilitates coordination of services. Program policies and progress will be reported to the Council on Services for the Homeless and the Ten Year Plan Commission on Homelessness.

c. Policies and procedures for determining and prioritizing which eligible families and individuals will receive homelessness prevention assistance and which eligible families and individuals will receive rapid re-housing assistance.

Rapid re-housing assistance will be targeted to persons in Category 1: Literally Homeless. However, persons fleeing or attempting to flee domestic violence also will be eligible for rapid re-housing assistance, in cases where the individual or family also meets the criteria for Category 1. Persons served in emergency shelters under ESG may come from any of the four eligibility categories. Prevention assistance will not be funded with ESG funds this year.

Rapid re-housing (RRH) assistance will be available to those who are literally homeless (in shelter or on the streets) or who are victims of violence. Housing assistance shall be prioritized based on a needs assessment of each case. Participants entering the grantee's program will be experiencing varying degrees of housing instability, from those who require temporary support in getting through a difficult period to those who require long-term support in overcoming a combination of challenges. As such, case managers will gather as much information as possible about the participant's health, income, eligibility for public benefits, employment skills, background, family relationships and support, and living situation in order to identify and coordinate those services that will be most effective and acceptable to the participant in improving housing stability. Under the local coordinated intake and assessment system, the Vulnerability Index & Service Prioritization Decision Assistance Tool (VI--SPDAT) is used to determine priority for housing interventions available in the community. Very high scores indicate the most need for permanent supportive housing, which is not available under the ESG program. Mid-range scores are most indicative of ESG RRH as an appropriate intervention.

An income and barrier assessment will be used to determine whether persons and families have other resources and support systems to move them from homelessness. The program will assist only those for whom the assessment determines that they will continue to be homeless without the ESG re-housing assistance. Documentation of homeless eligibility for ESG services and assistance will be accomplished using forms provided by the North Carolina Department of Health and Human Services, or substantially equivalent forms.

d. Standards for determining the share of rent and utilities costs that each program participant must pay, if any, while receiving homelessness prevention or rapid re-housing assistance.

Each case will be evaluated for feasibility, based on program resources. Upon program entry, program assistance may cover the costs of up-front assistance for rental application fees, moving and storage, rental and utility arrears and rental and utility deposits. ESG funds may pay for the rental housing application fee that is charged by the owner to all applicants. ESG funds may pay for a security deposit that is equal to no more than 2 months' rent. If necessary to obtain housing for a program participant, the last month's rent may be paid from ESG funds to the owner of that housing at the time the owner is paid the security deposit and the first month's rent. This assistance must not exceed one month's rent and must be included in calculating the program participant's total rental assistance, which cannot exceed 24 months during any 3-year period.

ESG funds may pay for up to 24 months of utility payments per program participant, per service, including up to 6 months of utility payments in arrears, per service. A partial payment of a utility bill counts as one month. This assistance may only be provided if the program participant or a member of the same household has an account in his or her name with a utility company or proof of responsibility to make utility payments. Eligible utility services are gas, electric, water, and sewage. No program participant shall receive more than 24 months of utility assistance (per utility) within any 3-year period. ESG funds may pay for a standard utility deposit required by the utility company for all customers.

ESG funds may pay for moving costs, such as truck rental or hiring a moving company. This assistance may include payment of temporary storage fees for up to 3 months, provided that the fees are accrued after the date the program participant begins receiving housing location assistance and/or housing stability case management under the program and before the program participant moves into permanent housing. Payment of temporary storage fees in arrears is not eligible.

When a household is accepted into the RRH program the household shall be eligible for up to six months of temporary financial assistance covering 100% of housing related expenses (rent, utilities and related deposits) depending on funding availability. If the Rapid Re-Housing Case Manager determines that after six months of rapid re-housing assistance the household needs additional temporary financial assistance to achieve housing stability, they must obtain an extension of service authorization from the Director of the Coordinated Intake and Forsyth Rapid Re-housing Collaborative or their designee. If the household needs more than nine months of temporary financial assistance for housing expenses, the case manager must obtain an extension of service authorization from the Coordinated Assessment Team. If a household cannot achieve housing stability within this time frame they must be re-assessed by the Coordinated Assessment Team for additional services. If a household needs additional case management services beyond the time in which they are receiving temporary financial services, they may continue to receive case management-only services without additional authorizations, up to 24 months of total services.

The rental assistance paid by the program must be based on an amount of rent that does not exceed HUD's Fair Market rents, adjusted for bedroom size.

For participants facing eviction for not paying their share of rent and/or utilities while in the program, the housing stability plan must be re-evaluated. Any participant who does not make progress on their housing stability plan may be terminated from the program, subject to following the termination procedures described below.

If a program participant violates program requirements, the program may terminate the assistance in accordance with the formal process to be established for the program. The program must exercise judgment and examine all extenuating circumstances in determining when violations warrant termination so that a program participant's assistance is terminated only in the most severe cases.

To terminate rental assistance or housing relocation and stabilization services to a program participant, the required formal process, at a minimum, will consist of: (1) Written notice to the program participant containing a clear statement of the reasons for termination; (2) A review of the decision, in which the program participant is given the opportunity to present written or oral objections before a person other than the person (or a subordinate of that person) who made or approved the termination decision; and (3) Prompt written notice of the final decision to the program participant. (c) Termination under this section does not bar the program from providing further assistance at a later date to the same family or individual.

e. Standards for determining how long a particular program participant will be provided with rental assistance and whether and how the amount of that assistance will be adjusted over time.

Section (d) above describes how long assistance will be provided and how it may be adjusted over time.

f. Standards for determining the type, amount, and duration of housing stabilization and/or relocation services to provide a program participant, including the limits, if any, on the homelessness prevention or rapid re-housing assistance that each program participant may receive, such as the maximum amount of assistance, maximum number of months the program participants receives assistance; or the maximum number of times the program participants may receive assistance.

Section (d) above describes how long assistance will be provided and how it may be adjusted over time.

Performance Standards

Performance in the Continuum of Care system will be evaluated based on length of stay, returns to homelessness and new incidences of homelessness. Specific projects are expected to be evaluated based on placement of participants into permanent housing, housing stability and increases in overall income of participants. Standards will be modified as necessary as HUD publishes reporting requirements for the ESG Program.

Consultation

The Winston-Salem/Forsyth County Continuum of Care (CoC) is designated by HUD as Continuum of Care NC-500. The CoC has monthly Operating Cabinet meetings, as well as monthly meetings of the Commission on Ending Homelessness, both of which serve key rolls under the CoC's Governance Charter. The CoC's general membership includes all provider agencies, consumers and other stakeholders and interested parties, with a total of 45 agency members as well as other individual members. It also includes a Homeless Caucus comprised of homeless and formerly homeless persons. The City conducts an ongoing consultative process regarding ESG and CoC policies and procedures through the COC and its committees.

NEIGHBORHOOD REVITALIZATION STRATEGY

AN ELEMENT OF THE

2014-2018 FIVE-YEAR CONSOLIDATED
HOUSING AND COMMUNITY DEVELOPMENT PLAN

CITY OF WINSTON-SALEM
May 15, 2015

Community and Business Development Department
100 East First Street, Suite 423
Post Office Box 2511
Winston-Salem, NC 27102
(336) 727-8597

BACKGROUND AND DEVELOPMENT PROCESS

The Neighborhood Revitalization Strategy Area (NRSA) of the City of Winston-Salem was originally approved by the U.S. Department of Housing and Urban Development (HUD) on July 17, 2000 and renewed in July 2003 and July 2008 as part of the 2004-2008 and 2009-2013 Consolidated Plans. The intention was to renew the NRSA in May 2013 as part of the 2014-2018 Consolidated Plan; however, HUD had not released the American Community Survey data in time to do so. The data was released in June 2014, and the City, as a part of the Annual Action Plan for Federal Fiscal Year 2015 funds, submits the prior HUD-approved Strategy. Benchmarks have been revised to reflect completed activities and current and proposed activities and initiatives. The strategy area complies with the 2014 Low/Moderate Income Summary Data.

Neighborhood revitalization continues to be the foundation of the program activities that comprise the Consolidated Housing and Community Development Plan of the Winston-Salem/Forsyth Consortium. Consequently, the Neighborhood Revitalization Strategy (NRS) is a principal tool of the Consolidated Plan. The increased flexibility in the use of Community Development Block Grant (CDBG) funds for housing and economic development activities contributes significantly to the stabilization and long-term improvement of neighborhoods in the NRSA.

REFERENCE TO EXISTING PLANS AND STRATEGIES

Winston-Salem's NRS incorporates the goals, strategies, and benchmarks from multiple development plans prepared from ongoing community processes in jurisdictions throughout Forsyth County. The following planning documents have been completed since the last NRSA renewal and have a direct impact on the NRSA:

- ***Legacy 2030*** is the comprehensive plan adopted by Forsyth County and all its municipalities and serves as the long-range policy guide for growth and development in Winston-Salem and Forsyth County, with a focus on smart growth, economic vitality and neighborhood improvement.

- The Piedmont Authority for Regional Transportation, in partnership with the Piedmont Triad Regional Council, undertook a three-year effort to develop a regional plan for greater prosperity in communities across the Piedmont Triad region, known as ***Piedmont Together.*** Five primary focus areas were established for the regional plan: Jobs, Housing, Transportation, Healthy Communities, and Places and Spaces.

- ***Analysis of Impediments to Fair Housing Choice***, prepared for the 2014-2018 Consolidated plan, describes efforts to overcome obstacles to equal housing opportunities and resolve cases of discrimination in housing.

- The ***Winston-Salem/Forsyth Continuum of Care***, submitted under HUD's Continuum of Care programs for homeless persons annually and updated in the Consolidated Plan process, includes emergency shelter, permanent housing, and permanent supportive housing needs and strategies.

- The ***2011 State of the Workforce Report*** assesses current and emerging workforce issues.

- Area Plans:
  - Downtown Plan 2013 (by the Downtown Winston-Salem Partnership)
  - East/Northeast Area Plan
  - North Suburban Area Plan Update
  - Northeast Suburban Area Plan
  - Northwest Area Plan
  - South Suburban Area Plan
  - Southeast Suburban Area Plan
  - Southeast Winston-Salem Area Plan Update
  - Liberty Street Corridor Redevelopment Plan
  - Revitalizing Urban Commercial Areas

Since development of the initial NRSA plan document in 1999, many elements of the plan have been accomplished as reflected in the annual performance reporting as a part of the CAPER. Many NRSA program elements are ongoing initiatives, for which there has been either expansion and/or a redefinition of program and project plans.

Detailed housing and employment market analysis and a needs assessment is contained within the Community Profile section of the 2014-2018 Consolidated Plan and is not repeated within this NRSA plan document. Additional goals, strategies, objectives and benchmarks for neighborhood revitalization, economic development and community empowerment are also described in detail in the Strategy section of the Consolidated Plan. The Antipoverty Strategy of the Consolidated Plan also is a key component and integrated into the overall economic development strategy.

DEVELOPMENT PROCESS

Given the scope of community participation by a broad range of residents, across racial, economic, and geographic boundaries, the original Neighborhood Revitalization Strategy Area proposal was primarily derived from the 1998 Empowerment Zone (EZ) application which also built on the 1994 Enterprise Community (EC) application. Although neither application was approved by HUD, City leaders made a commitment to implement as many of the Plan goals and objectives as feasible and carried the initiatives forward for which many are also contained within the Consolidated Plan.

- ***"Pathways and Partnerships****: A Common Vision for the Winston-Salem, Forysth County Enterprise Community"*, June, 1994. The Enterprise Community application detailed efforts to achieve neighborhood revitalization and economic self-sufficiency.

- ***S.P.A.C.E.:*** "Strengthening Partnerships to Achieve Community Empowerment", September, 1998 was the City's Empowerment Zone plan that built upon the lessons learned and plans developed in the 1994 Enterprise Community application process, further emphasizing empowerment through community based development vehicles.

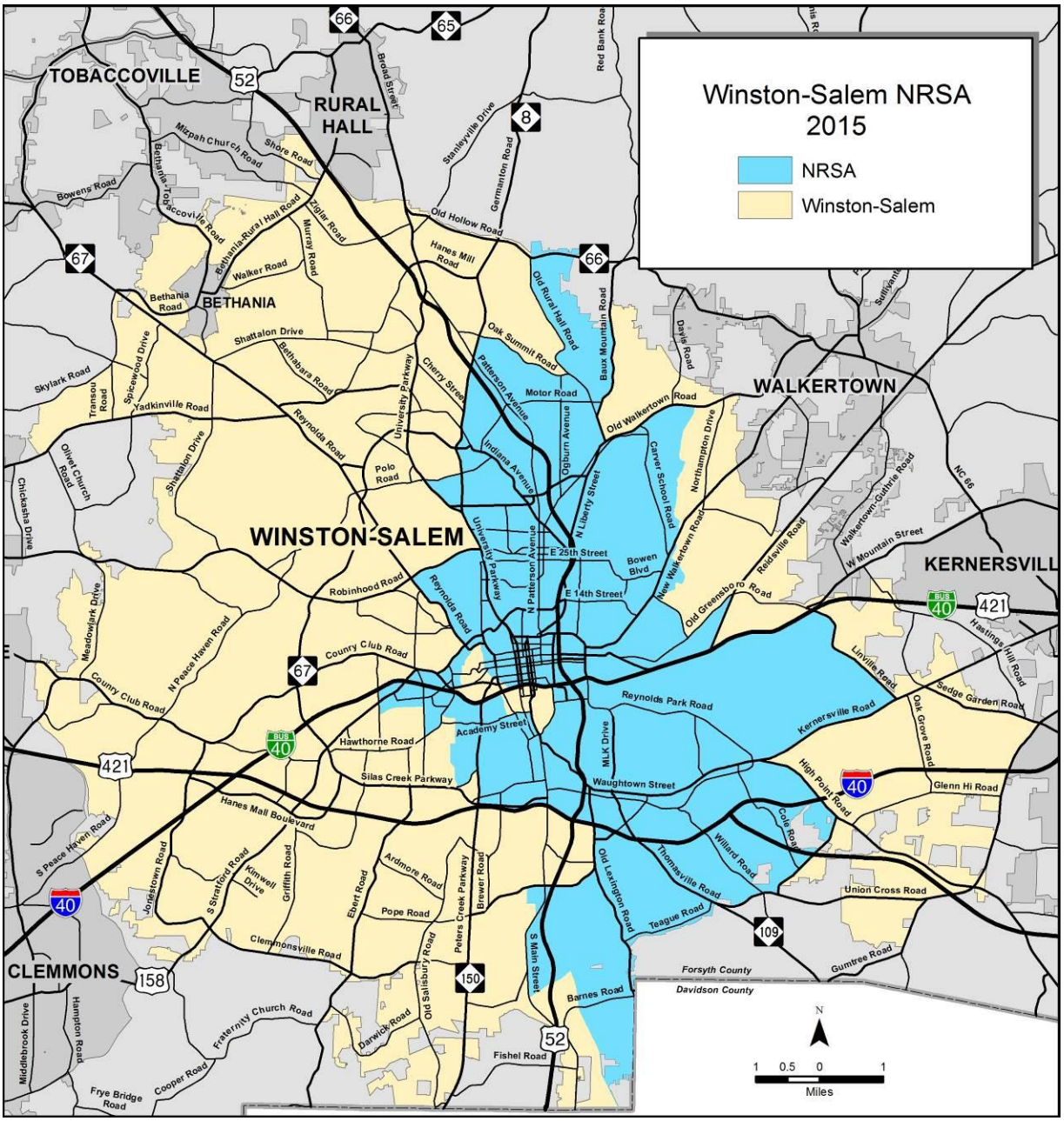
The most recent citizen participation to update strategies occurred through a kick-off event in November 2012 and two community workshops in February, 2013 to obtain input on strategies for the Consolidated Plan. In addition, a Public Hearing was held on March 19, 2003, to present the draft Consolidated and Annual Plans and receive comments. Full City Council approval occurred on April 15, 2013. Community and Business Development staff also consulted with other City and County departments, governmental agencies, and non-profit agencies to obtain information. Organizations that were particularly helpful were the City Human Relations Department, City/County Planning Board, and the Piedmont Triad Regional Council.

The revised Neighborhood Revitalization Strategy Area (NRSA) is contiguous, primarily residential in character, and contains a percentage of low- and moderate-income residents that is no less than the upper quartile percentage as defined at 24 CFR 570.208(a)(1)(ii). 2014 Low/Moderate Income Summary Data has been used.

DESCRIPTION OF THE STRATEGY AREA

HUD provided revised data on low and moderate income areas in June 2014. Winston-Salem contains 189 block groups, and the upper quartile, consequently, consists of 48 block groups. The percentage of low and moderate income residents at the threshold is 6%. The percentage of low and moderate income residents in the proposed area is 65.7%, as shown in the accompanying table. According to American Community Survey 2009-2013 estimates, over 72,000 people reside in the area, of whom over one-third are living below the poverty level. Fifty-five percent of the residents are Black or African-American, and 22% are Hispanic or Latino. Unemployment in the area was 19.7%, compared to 11.7% for the City of Winston-Salem as a whole. The proposed NRSA is an area of over 20 square miles in the central and eastern section of the City, as shown on the attached map.

NEIGHBORHOOD REVITALIZATION STRATEGY AREA Revised 2015				
Census Tract	**Block Group**	**L/M Persons**	**Total Persons**	**% L/M Income**
1	All (1)	355	745	47.7%
2	All (1)	390	645	60.5%
3.01	All (1)	1,205	1,460	82.5%
3.02	All (1)	1,185	1,985	59.7%
4	All (1-3)	2,375	3,245	73.2%
5	All (1-3)	2,280	2,735	83.4%
6	All (1-2)	1,875	2,275	82.4%
7	All (1-2)	1,205	1,305	92.3%
8.01	All (1-2)	950	1,035	91.8%
8.02	All (1-2)	1,180	1,415	83.4%
9	1-3	1,335	1,955	68.3%
10	1-2	2,345	3,520	66.6%
11	3	310	795	39.0%
12	1	180	540	33.3%
14	All (1-2)	2,655	3,790	70.1%
15	All (1-3)	2,255	3,830	58.9%
16.01	All (1-3)	1,550	3,735	41.5%
16.02	All (1-2)	2,740	3,280	83.5%
17	1-4	2,680	3,385	79.2%
18	All (1-4)	2,850	4,600	62.0%
19.01	All (1)	1,185	1,505	78.7%
19.02	All (1-2)	695	1,560	44.6%
22	2	670	1,280	52.3%
29.01	1	980	1,745	56.2%
33.09	All (1-3)	1,380	4,430	31.2%
34.03	All (1-2)	2,690	3,485	77.2%
34.04	All (1-2)	2,780	3,595	77.3%
35	All (1-5)	4,370	7,020	62.3%
36	1	655	1,150	57.0%
TOTAL		47,305	72,045	65.7%
Source: U.S. Department of Housing and Urban Development				


Winston-Salem NRSA
2015
NRSA
Winston-Salem
TOBACCOVILLE
RURAL HALL
BETHANIA
WINSTON-SALEM
WALKERTOWN
KERNERSVILL
CLEMMONS
Forsyth County
Davidson County
N
1 0.5 0 1
Miles

NEIGHBORHOOD REVITALIZATION STRATEGY

The goal of Neighborhood Revitalization is to develop sound, safe, and enriching neighborhoods within the NRSA, with a broad range of housing choices. Its intent is to prevent neglect and abuse of housing and other vital community resources; to protect children and adults who are unable to protect themselves; and to preserve, rehabilitate, and reunite the area's families.

Although Economic Development is critical to the revitalization of the NRSA, other quality of life issues affecting area neighborhoods are also included in the Strategy. Neighborhood Revitalization activities are designed to make area neighborhoods livable and sustainable and genuinely competitive with other communities within the City and the region. This involves dealing with the quality of housing, transportation, recreation, open space, community facilities, and neighborhood-based retail and service businesses, including eating, drinking and entertainment establishments. Consequently, the objectives of the Neighborhood Revitalization goal are:

- **Institutional Development:** To strengthen existing organizations and forge new organizations, alliances and partnerships, both within and external to the NRSA, dedicated to its revitalization;

- **Social Development:** To develop safe, supportive, and enriching NRSA neighborhoods;

- **Physical Development:** To develop sound, diverse, and vital NRSA neighborhoods.

INSTITUTIONAL DEVELOPMENT

Organizations, alliances and partnerships are critical to the revitalization of the NRSA. In order to marshal the resources to deal effectively with the diversity and complexity of neighborhood revitalization needs, new organizational arrangements are required. These include collaborations between:

- community-based housing and economic development organizations
- community-based financial institutions
- neighborhood and civic associations
- churches and other faith-based organizations
- business organizations or merchants associations
- youth development organizations

Institutional Development Strategies include:

- Enhance the capacity of existing organizations and develop effective new entities to carry out a comprehensive strategy of neighborhood revitalization.
- Recognize that community residents are the key stakeholders in revitalization efforts, and encourage their active participation.

- Provide financial and technical assistance to neighborhood associations to build leadership capacity and to foster productive communications with development entities and service deliverers.
- Develop new mechanisms to enable citizens and neighborhood-based organizations to partner with local government to solve problems.
- Promote understanding within local government agencies of the need to develop multi-dimensional, client-centered service delivery strategies.
- Provide financial and organizational support to the Neighbors for Better Neighborhoods to develop and strengthen neighborhood-based capacities and self-help initiatives.

SOCIAL DEVELOPMENT

Critical social conditions in NRSA neighborhoods must be addressed if revitalization efforts are to succeed. Some of the most intractable of these issues follow.

- Racism remains a barrier to economic development and neighborhood revitalization.
- Concentrations of Hispanic residents, highlighting language and culture differences, create tensions within and between neighborhoods.
- Violent crime has eroded the social fabric that fosters the development of "community". Drug and handgun use by youths and young adults is a continuing problem.
- Significant numbers of young people are "at-risk" of abandoning school.

Over the past several years, strategies to address these problems have been implemented through a number of on-going partnerships. Unfortunately, in many cases, their reach and capability have been constrained by limited resources. In addition, priority has often been focused on short-term remediation rather than longer-term intervention.

Following are the key strategies to develop the positive social environment necessary for successful neighborhood revitalization.

- Build positive race relations by creating an understanding and appreciation of diverse cultures, providing forums for debate and discussion of issues of race and ethnicity, and bringing black, white and Hispanic residents together for fellowship and common cause.
- Create a mechanism to keep residents informed about critical community issues.
- Marshal church leadership to help promote, implement, finance, and advocate for revitalization strategies, and to provide material support for such necessary activities as clothing and food distribution, temporary shelter for the homeless, youth and adult education, recreational and social activities, senior care, transportation, and health.
- Develop and fund programs to reduce the level of violent crime among youth and young adults, increasing community-oriented policing initiatives, and encouraging the formation of neighborhood watch groups.
- Establish physical standards to create safe neighborhood environments.
- Create an environment conducive to the retention of at-risk, minority students in school by developing programs to increase the awareness of students, teachers, and administrators in cultural sensitivity and conflict mediation and by promoting the provision of these

opportunities within the "community", for example optimal use of the satellite campuses of Forsyth Technical Community College.

- Reduce the incidence of substance abuse in the NRSA by implementing effective community-based drug and substance abuse rehabilitation and reintegration programs.
- Coordinate development of a system to assist those discharged from incarceration or other institutions to re-enter society.
- Develop and fund programs to encourage financial literacy and build wealth in families.

PHYSICAL DEVELOPMENT

Institutional and social development efforts are essential for Neighborhood Revitalization because they help to ensure that economic development is sustainable. Physical improvements are also vital because they are tangible and convey a powerful message to long-term residents and businesses that they can expect a positive return on their investment of time and money and send out the message that something is happening in their neighborhoods. The physical development strategies for the NRSA, derived from the Consolidated Housing and Community Development Plan, follow.

Housing Conservation

- Rehabilitate substandard single-family homes owned by lower-income families to extend the useful life of the structure, preserve affordability, and make adaptive improvements to address the special needs of seniors and disabled persons.
- Rehabilitate substandard single- and multi-family rental housing units to extend their useful economic life and preserve affordable rents.
- Improve and renovate public housing communities in the NRSA, and implement the Choice Neighborhoods plan in the Cleveland Avenue area.
- Continue lead-based paint education, identification, and hazard reduction efforts.
- Complete the HOPE VI revitalization plan for the Gateway Commons and Happy Hill Gardens public housing communities that assist in revitalization of the adjoining neighborhoods.
- Repair and/or remove housing conditions that present an imminent threat to the health or safety of occupants.
- Develop measures to facilitate the return of long-term vacant units to the housing inventory.
- Preserve long-term affordability of existing, low-income housing units.

Housing Production

- Subsidize affordable housing for ownership.
- Subsidize affordable rental housing.
- Encourage and support development innovations to lower housing cost, provide incentives, reduce government constraints to production and expand existing land use capacity.

Housing Opportunities and Access

- Expand resources and support for permanent supportive housing, services, rapid re-housing, coordinated intake, and shelter operations to assist the homeless.
- Coordinate city, county, state, federal and private funds and activity to meet the needs of the homeless, reduce poverty and prevent homelessness.
- Encourage production of congregate and other types of housing and services for elderly and special needs populations that promote independence and reduce governmental constraints to such production.
- Expand housing consumer education, continue to enforce fair housing laws and eliminate discriminatory practices in lending.
- Encourage and promote community revitalization through community based housing and economic development programs that involve neighborhood organizations, social service groups, religious and other institutions in the future of their communities.

Community Development

- Concentrate enforcement of the Environmental Codes to abate nuisances and remove threats to the public health and safety.
- Concentrate housing code enforcement to eliminate dilapidated and unsafe housing.
- Implement crime prevention through environmental design (CPTED) strategies in NRSA neighborhoods through risk assessment of existing facilities and locations and incorporation of "defensible space" concepts into the design of housing, commercial districts, public facilities, and streetscapes.
- Complete NRSA residential redevelopment projects.
- Identify, acquire (as necessary), and improve sites for commercial and industrial development or redevelopment.

Public Facilities and Improvements

- Develop street and utility systems in new assisted housing developments.
- Implement priority initiatives for improvement of existing streets and utilities in NRSA neighborhoods.
- Initiate or continue the infrastructure improvements required to implement current area plans.
- Establish priorities to develop/improve park and recreational facilities in NRSA neighborhoods, targeted to the demonstrated needs of neighborhood residents.
- Develop/improve other facilities specified in the Capital Improvement Program.

ECONOMIC DEVELOPMENT STRATEGY

The goal of economic development is to increase the income and positive net worth of NRSA residents to the maximum extent to enable them to achieve and maintain economic self-sufficiency. The objectives of this goal focus on the expansion and redirection of existing resources, as necessary, and the creation of new initiatives to assure that residents are afforded a wide range of opportunities to address their economic needs. These objectives are:

- **Job Creation:** Create new jobs and job opportunities that directly benefit NRSA residents;
- **Workforce Development and Job Training:** Prepare NRSA residents for job opportunities in the changing economy;
- **Entrepreneurial Development:** Increase access to capital in order to stimulate entrepreneurial activity in the NRSA.

JOB CREATION

Gainful employment is the most direct route to economic self-sufficiency. Job creation, therefore, is at the core of any successful economic development effort. Winston-Salem's past efforts at job creation focused on downtown redevelopment and commercial and industrial site development in "greenfield" areas near the city outskirts to attract a more diversified group of enterprises to the community. This strategy, while successful in attracting firms and providing job opportunities for residents of the broader community, has been less successful as a job resource for NRSA residents. Two of the principal reasons for this disparity are: increased competition in the job market stemming from layoffs and a slow recovery, and the growing concentration of job opportunities on the City's periphery, which presents a significant obstacle to NRSA residents dependent on public transportation.

The job creation objective is designed to expand the range of choices available to NRSA residents as they make individual commitments to improve the quality of their lives. For this to be accomplished, the employment needs of both residents and employers must be balanced. A special effort, therefore, must be made to creatively and successfully link job development with employment activities. The principal strategies to accomplish the job creation objective follow.

Develop Brownfields and Inner-City Industrial Sites

A key strategy is to improve the utilization of undeveloped and underdeveloped land and infrastructure within and adjacent to the NRSA by reclaiming commercial properties and placing them back into use as viable parts of the economic and service fabric of the area. Through the Brownfields Revolving Loan Fund, a program of the U.S. Environmental Projection Agency, environmental hazards will be removed, new uses for decaying commercial and industrial properties will begin, and new environmental job training and

ownership opportunities will be developed for the area residents. The City has applied to U.S. EPA for a FY15 Brownfields Assessment grant.

Target Evolving Job Opportunities

As the manufacturing sector matures and continues to decline, and as the service sector (especially health services) of the local economy grows, job creation efforts must focus on emerging or evolving industries that offer the greatest potential for sustainable growth and build upon existing economic strengths. A key component of this initiative is to develop a specialized training and support system, linked to the area's educational institutions and workforce training providers, which would enable NRSA residents to develop basic employment skills and promotional potential in the following growth industries.

- Aircraft maintenance and support services;
- Biomedical research and related technologies;
- Health care;
- Film making and imaging technologies;
- Skilled construction trades; and
- Hospitality and related services.

WORKFORCE DEVELOPMENT AND JOB TRAINING

Critical to the economic development of the NRSA is a market-ready workforce of residents who are prepared with the skills, training, and work experience needed to meet current and emerging employment demands and opportunities. Residents who are unemployed or underemployed need to have a realistic set of choices around which they can organize their individual plans to achieve economic self-sufficiency. These choices should include a range of workforce readiness and employment training opportunities that match well with residents' unique backgrounds and circumstances so that at any life stage there are relevant mechanisms in place to support the individual training experience.

To accomplish the workforce development and job training objective, the following strategies will be implemented.

Focus Existing Partnerships

Workforce development and job training is a collaborative effort involving a wide range of actors in the public, private and non-profit sectors. Consistent with the direction of the State of North Carolina in centralizing employment training and services at the regional level, the Northwest Piedmont Workforce Development Board, which is an entity and program of the Piedmont Triad Regional Council, is the planning and policy-making entity for the twelve-county Piedmont Triad region served by the Council. The Workforce Centers are operated by the Council and are the primary entry portal for residents.

Target Groups

Workforce development and job training will focus on the following groups of area residents: at-risk youth and young adults, Work First families, ex-offenders, and motivated individuals trying to meet job-readiness requirements. Many of these individuals face difficult and multiple barriers to employment, such as substance abuse, domestic violence, a criminal record, or mental health issues; poor academic preparation and lack of either a high school diploma or GED; and a need for specialized skills training.

Increase Job Retention and Supportive Services

Local experience demonstrates that there are a number of factors that may cause Work First families (many of whom are NRSA residents) and other individuals to abandon or lose employment. These factors include:

- the lack of skills needed to address changes in behavior required to remain employed;
- the inability to deal with a financial emergency that arises before the family has had the opportunity to save/plan for such a crisis;
- the lack of flexible, multi-purpose transportation alternatives;
- the lack of affordable, quality child care;
- the lack of capacity to pay for medical care at the end of the transition period;
- the mentoring and counseling services to help the newly employed participant adjust to the world of work and budgeting to help with increased income.

To address these factors, relevant actors in this area, including the Forsyth County Department of Social Services, the Experiment in Self-Reliance, the Urban League, and others, provide enhanced supportive services and follow-up tracking to families on cash assistance in the NRSA who are transitioning to employment.

Aggressively Market Employer Incentives

Existing federal, state, and local financial incentives to create job opportunities for lower-income NRSA residents will be aggressively marketed. Among these are the Work Opportunity Tax Credit (federal), On-the-Job Training reimbursements (federal/local), Job Development Investment Grants (state), Job Creation Tax Credit (state development zone), Worker Training Tax Credit (state development zone), and Target Area Economic Development Program (local).

ENTREPRENEURIAL DEVELOPMENT

Small business development is one of the principal engines of economic development. Specific opportunities exist within the NRSA for entrepreneurial activity, including eating and drinking establishments, retail and service establishments, and light manufacturing and assembly operations. The entrepreneurial development strategies follow.

Educate the Community

This strategy is designed to significantly increase the basic economic literacy of NRSA residents. Its primary purpose is to empower a growing number of residents to begin the

entrepreneurial development process, through the acquisition of knowledge about the risks and potential rewards associated with small business ownership.

Enhance Business Assistance Programs

A well thought out business plan is vital to transform a good idea into a successful enterprise, and strong management skills are absolutely necessary to nurture and grow a new business. This strategy will expand and improve existing technical assistance programs for start-up and existing businesses.

Increase Access to Business Capital

Many start-up or expanding small businesses, for a variety of reasons, cannot meet the underwriting requirements of most commercial lenders. In general, these situations can be grouped into two classes: "near-bankable" and "non-bankable" loans. Near-bankable loans are typically those in which an otherwise creditworthy investor cannot meet the minimum equity requirement (or is unable to pledge real property as collateral). Non-bankable loans include those in which a potential borrower wants to borrow less than the minimum (typically $100,000), lacks relevant commercial borrowing experience, and/or has a marginal credit history.

This strategy is designed to increase access to small business development capital, both debt and equity, within the NRSA. It will be accomplished, in part, by targeting existing incentives to the area. In addition, the City has created a package of incentives to assist small businesses. The Small Business Loan Program is targeted for areas within the NRSA and provides loans up to $100,000 to qualifying start-up or expanding businesses. The City has also initiated an annual Small Business Plan Contest that awards the winner with a $5,000 grant for start-up or expansion expenses. The NRSA Building Rehab Program provides matching grants up to $10,000 for small businesses in the NRSA making site or building improvements. The Target Area Business Assistance Program provides incentives to encourage businesses to locate within six distressed areas of the city and to create jobs. The assistance may be given as a loan or grant, which is determined by the City on a case-by-case analysis. Maximum assistance for any project is $50,000 total and may be based upon job creation or tax base investment.

PROGRAMS AND PROJECTS

The mission of the Winston-Salem Neighborhood Revitalization Strategy Area is to create economic wealth, livable and sustainable communities, and improve housing and the overall quality of life for its residents and stakeholders through channeling resources, building partnerships and capacity, and empowering community people to act on their own behalf.

NEIGHBORHOOD REVITALIZATION

Institutional Development Programs

(1) **Neighborhood Services.** The City has various efforts to conserve the housing stock, strengthen neighborhoods, and help residents interact with the City.

- Operation Impact. Operation Impact is a partnership between the City and residents to deal effectively with nuisance properties. By coordinating the response of City and County departments, such as Code Enforcement, Police, Fire, Inspections/Zoning, Sanitation, Public Health and Animal Control, which in the past have dealt separately with property owners, resources can be marshaled to bring properties into compliance with health, safety, housing, and building codes.

- Support of Neighborhoods. City staff continues to work with neighborhood associations in the city, serving as liaisons between the associations and the city relative to the effective delivery of City services. Community and Business Development staff works with citizens throughout the City on neighborhood improvement projects, and six Community Assistance Liaisons are assigned to proactively identify citizen issues and concerns and work with City departments to resolve them.

(2) **Capacity Building**. Several programs exist that are designed to increase the skills of neighborhood organizations and development entities. These programs are intended to build capacity through provision of training and technical assistance to neighborhood associations, non-profit development entities including neighborhood based and/or faith-based community development corporations (CDCs) and organizations. Project Blueprint is a training program sponsored by United Way to enhance and increase volunteer involvement by underrepresented populations in non-profit organizations, particularly at the board of director level.

Neighbors for Better Neighborhoods (NBN) is sponsored by The Winston-Salem Foundation to provide leader training and technical assistance to neighborhoods to assist them in executing projects and determining the destiny of their own neighborhoods. In addition to interim and permanent financing, the City provides funds to enhance organizational capacity for new and existing non-profit development entities through the Winston-Salem Community Development Support Collaborative.

(3) **Fair Housing and Home Ownership Counseling Programs**. The City's Human Relations Department is the primary provider of housing, marketing, education, mediation and complaint enforcement of Fair Housing and Equal Employment laws within the City of Winston-Salem. In response to a proliferation of housing counseling providers, many tied directly to marketing and sales efforts, a collaboration of the private and public sector non-profits and for-profits was formed that resulted in 2002 in the creation of the Center for Homeownership, a one-stop home ownership center as a program of Consumer Credit Counseling Service.

Social Development Programs

Neighborhood revitalization is being negatively affected by several social conditions and needs. Following are a series of initiatives designed to address these issues.

(1) **Cultural Diversity Program**. Designed to build positive race relations by creating an understanding and appreciation of diverse cultures; forums provide for debate and discussion of issues; and bringing black, white, Hispanic and other community members together for shared fellowship and a common cause. The goal is to create a communication mechanism to keep residents abreast of the various phases of plan implementation, of issues relevant to the community, and other areas of general interest.

(2) **Faith Community in Community Development Project**. This effort will marshal church leadership within the NRSA to help promote, implement, finance, and advocate plan strategies. Some are currently involved in providing such support as clothing and food distribution, temporary shelter for the homeless, youth and adult education, recreational and social activities, senior care, transportation, and health. The program will provide training to religious institutions on how to become involved in community development, provide technical assistance to faith based organizations, and assist those organizations in expanding programs and services, in improving internal operations and in forming collaborations with neighborhood and CDCs.

(3) **Targeted Programs**

- **Family Support**. Expand the reach and capability of community programs to provide client-centered human services delivered to meet the needs of families in the NRSA.
- **Youth Development**. Provide employment, after-school work experience, occupational skills training, and academic enrichment opportunities to youth. Assist young adults in leadership development by providing opportunity to improve their educational, personal, and employment skills.
- **Seniors**. Extend home and community care services; expand transportation services; identify and act on client and family needs; and inform the public and health care providers about senior care services available.
- **Public Safety**. Develop and fund programs that reduce the level of violent crime among youth and young adults in the area's neighborhoods. Objectives are to a) increase neighborhood police foot patrols and neighborhood watch groups; and b)

establish neighborhood maintenance standards to create safe neighborhood environments.

- **Education**. Provide educational conditions to motivate at-risk students to stay in school and participate. Develop the awareness of students, teachers, and administrators in cultural sensitivity and conflict mediation. Promote optimal utilization of the satellite campuses of Forsyth Technical Community College.
- **Substance Abuse and Treatment**. In cooperation with state and local organizations, develop and implement effective rehabilitation and reintegration programs to reduce the incidence of substance abuse in the NRSA.
- **Financial Literacy and Wealth Building**. Develop and fund programs such as Independent Development Accounts (IDA) to help lower income families increase savings, which may be used toward the purchase of a home.
- **Re-Entry**. Develop and fund programs to help ex-offenders re-enter society.

Physical Development Programs

The Consolidated Housing and Community Development Plan is a comprehensive community development strategy. Economic transformation and visible improvements are planned and implemented through partnerships and collaborations between the public and private sectors and the community. Neighborhood Revitalization activities focus on physical development and providing housing-related support services. The intent, however, is also to coordinate these activities with other existing programs and activities.

The comprehensive neighborhood revitalization approach is an integral element of the City's efforts to create safe, decent and economically viable neighborhoods free of barriers and filled with abundant opportunities and choices for all of its residents.

(1) **Redevelopment Projects**

- **Northeast Winston Phase 2**

Acquisition and clearance is completed, and streets have been reconfigured. A total of 30 new single family homes will be constructed. Housing in all redevelopment areas is targeted for mixed income households. The area was included as part of the project area for the Choice Neighborhoods Planning Grant that HAWS was awarded.

- **North Cherry Street**

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. Acquisition is complete. Habitat for Humanity has selected the Old Cherry #2 Redevelopment Area as a part of its Boston-Thurmond Neighborhood Revitalization Initiative. Habitat partnered with Neighbors for Better Neighborhoods to work with the community and has acquired vacant lots and vacant houses to construct or rehab 19 single-family homes for homeownership.

- **Happy Hill**

Acquisition and clearance in Phase 1 is complete. Habitat for Humanity has built a total of 18 new single-family homes in the area.

- **Liberty-Patterson Phase 2**

Acquisition and clearance is completed, ten new single-family homes have been developed by Habitat for Humanity, and two existing homes were rehabilitated for single-family owner-occupancy by Partners for Homeownership. Goler Community Development Corporation has developed eight townhouses and one office building, which is occupied by a credit union. Housing in the area will be targeted for mixed-income purchasers.

- **Northeast Winston Phase 3**

Plans are to acquire 35 scattered site parcels, demolish up to 20 substandard units, construct 25 new infill homes, and rehabilitate 30 homes within the area. The effect of infill construction and rehabilitation within the area is intended to stabilize the neighborhood and maintain "character" of the area. Within the area, 422, or 10%, of its housing units are substandard, accounting for over 15% of Winston-Salem's 2,785 substandard units. It is estimated that these efforts, aggressive code enforcement and private market development activities will result in a net reduction of about 30% of all substandard housing units in the broader East Winston area. This phase will not be substantially implemented until development of Phase 2 is substantially under construction and funding is identified.

(2) **Targeted Infill Development.** Vacant lots and deteriorated, substandard housing is scattered throughout the NRSA; however, there are areas for which there are concentrations of such housing in many blocks in the NRSA. The goal is to target blocks with numerous vacant lots and severely deteriorated housing units nestled between otherwise sound structures, and to acquire the vacant lots and demolish 25 structures to provide for "in-fill development" of new housing, with a priority provided for single-family, owner-occupied housing.

To achieve diversity and sustained occupancy, the approach as used in redevelopment areas is to allow private market forces to operate; that is, buyers are given the options, as in any private market subdivision, to select a builder, negotiate a purchase contract with changes within his/her cash or borrowing capacity and appraisal limits. Value and minimum standards are guaranteed through the use of restrictive covenants and purchase requirements built into the sale of the lots by the City. Depending on the scale of the project, when a for-profit builder has been selected as the "preferred developer," a non-profit developer and Habitat for Humanity also may be selected, which provides options and choices for home buyers.

(3) **Housing Programs.** These programs provide financing for the rehabilitation and construction of owner and rental housing to be occupied by low and moderate income

households. The principal goal is to develop new and rehabilitated homes to be sold to families earning from 50% to 120% of the median income and to rehabilitate owner-occupied homes and rental units. These efforts will have a cumulative effect by removing blighted and substandard housing, facilitating new sub-area and scattered-site infill housing, and improving neighborhood stability. Objectives within the Consolidated Plan for housing and redevelopment activities that would affect the NRSA are:

- **Housing Rehabilitation/Repair Programs**. Direct and deferred loans are used to bring housing units into compliance with the Minimum Housing Code and to remove threats to health, safety and neighborhood stability. Owner, Investor/Rental Rehab, Emergency Repair, and Handicapped Assistance (removal of architectural barriers) are offered on a citywide basis.

- **Purchase Rehab Loan Program.** Low-interest loans are available to first-time homebuyers to purchase and rehab a home.

- **Purchase Rehab Revolving Loan Pool and Construction Loan Pool**. These programs are available to non-profit corporations and provide interim financing to purchase, rehab and sell single-family units for owner-occupancy.

- **Homebuyer Assistance**. Programs provide second mortgage and down payment assistance for households earning up to 80% and 120% of median income (from HOME and local funds) to purchase newly constructed or existing homes for owner-occupancy.

- **Multi-Family Housing Production Program**. This program provides second mortgage funds to facilitate the development of new rental units for lower income households produced by non-profit or for-profit corporations.

- **Construction Loan Program**. This program provides interim, construction financing to develop single-family units or small-scale multi-family properties, derived from local funding sources.

ECONOMIC DEVELOPMENT

The City has a wide range of programs intended to provide incentives to hire and retain unemployed and underemployed residents, deliver workforce preparation, job training and support services, and encourage small business development.

Job Creation Programs

(1) **Commercial/Industrial Site Redevelopment Program.** This program is designed to create new job opportunities, including for NRSA residents, through the implementation of projects for new economy, light industrial, and commercial

development. Projects under way include the following. Detailed discussions of these projects are found in the Redevelopment Projects Section.

- Brookwood Business Park
- Liberty Street Corridor Redevelopment
- Wake Forest Innovation Quarter
- Southeast Gateway
- Revitalizing Urban Commercial Areas (RUCA)
- Brookstown Project

(2) **Job Creation Incentives.** These incentives, which are not administered by the City, are designed to encourage existing and newly recruited industries in the NRSA, and the broader community, to hire NRSA residents. Funds would be used to train area residents for the new jobs to be created, and industries would commit to hire these candidates for available positions once the training is complete. The program will provide the following employer financial incentives:

- Brownfields Tax Deductions (Federal)
- Brownfields Job Training Program (Federal)
- Section 179 Tax Deductions (Federal)
- Work Opportunity Tax Credit (Federal)
- On-the-Job Training Reimbursement (Federal)
- Transit Commuter Tax Deductions (Federal)
- Job Development Investment Grants (State)
- Job Creation Tax Credit (State/Development Zone)
- Machinery & Equipment Investment Tax Credit (State/Development Zone)
- Worker Training Tax Credit (State/Development Zone)
- Central Office Investment Tax Credit (State/Development Zone)
- Research and Development Tax Credit (State/Development Zone)

(3) **Job Development Program.** The Job Development Program will identify the type and number of jobs to be developed within recruited industries, identify skill requirements and specialized job training needs, and design programs to meet those needs. Initial efforts are directed at new opportunities presented through the development of the Wake Forest Innovation Quarter, Brookwood Business Park, Liberty Street Corridor, and Southeast Gateway.

Workforce Development and Job Training Programs

These programs are intended to assist hard-to-employ residents to overcome significant barriers to employment and acquire the skills to move into lasting unsubsidized employment. These programs would include the following:

(1) **Work First Program.** In North Carolina, welfare reform is called Work First and locally is administered by the Forsyth County Department of Social Services (DSS).

Cash assistance is time-limited and is called Temporary Assistance for Needy Families (TANF). According to the Forsyth County Work First Plan, 2010-2011, the major issue affecting service to the current Work First population is the high incidence of individuals with difficult and multiple barriers, such as substance abuse, domestic violence, a criminal record, or mental health issues. In addition, clients are poorly prepared academically, and many clients lack either a high school diploma or GED. Others require specialized skills training. Frequently, individuals have multiple issues. DSS will identify barriers and resources to address them. Forsyth County's focus will be on rewarding work and helping individuals with families to stay employed. Forsyth County will continue to monitor progress in the following areas for the Work First Program:

- Putting adults to work
- Providing employment services
- Staying off welfare after going to work
- Meeting the "all parent" participation rate - 100% of all able-boded individuals must be actively participating in work activities.
- Meeting the "two parent" participation rate - 100% of able-bodied two parent family members must be actively participating in work activities.
- Avoiding welfare through benefit diversion assistance
- Increasing employment retention

(2) **NCWorks Workforce Career Centers.** NCWorks Workforce Career Centers provide a one-stop center for employers to locate job ready employees and for employees to identify potential employment opportunities. For employers, centers also assist with Americans with Disabilities Act (ADA) accommodations, provide training such as specialized skills, workplace ethics, English as a Second Language and workplace literacy, and planning and rapid response in case of business layoffs. For employees, services include vocational assessment, job readiness preparation, and employer-linked job training.

In Forsyth County the participating Workforce Career Centers are located at: Forsyth Technical Community College West Campus, the Winston-Salem/Forsyth County Schools, Career Connections & Prosperity Center, Career Connections & Regional Operations Center, the Urban League, Goodwill Industries, and Love Community Development Corporation.

(3) **Programs for At-Risk Youth and Young Adults.** The Youth Service Corps program is designed to provide training and employment opportunities for at-risk young adults. Special emphasis is placed on young offenders, homeless and high school dropouts.

The Transitional Jobs program is a new program that will provide employment for the hardest-to-serve young adults (ages 17-24) in the NRSA. Program partners also consist of the Center on Community Safety, Forsyth County Department of Social Services, State Vocational Rehabilitation, State Employment Security Commission, Forsyth

Technical Community College, Experiment in Self-Reliance, and the Winston-Salem Urban League.

(4) **Programs for Ex-Offenders.** Project Re-Entry helps ex-offenders returning to the community after serving prison sentences avoid the potential pitfalls associated with life after incarceration. Project Re-Entry begins working with inmates prior to their release through a structured, group-based curriculum that not only provides valuable information and education but also allow Project Re-Entry staff to build trust and familiarity with inmates as they attempt to reconnect with the "outside" world. Along with the pre-release curriculum, Project Re-Entry also provides a variety of post-release services that address issues such employment, education, substance abuse, transportation and family re-integration. Project Re-entry continues to expand its pre-release services in order to increase its impact on a greater percentage of ex-offenders returning to Winston-Salem/Forsyth County.

(5) **Section 3 Training Initiatives.** The City's Construction Training Program provides eligible residents with marketable skills in construction trades. The program is coordinated with housing rehabilitation and repair programs operated by the City, and eligible graduates may transition to a specially designed work crew.

Entrepreneurial Development

These programs are intended to encourage entrepreneurial activity in the NRSA by assisting new and existing small businesses.

(1) **Business Assistance.** The City's Business Development Division of the Community and Business Development Department provides technical assistance to both start-up and existing businesses seeking to expand and may be provided with the intent of applying to one of the small business loan programs. This assistance might include help in developing a business plan, identifying new market opportunities, and organizing long-term financial plans to support the business venture. Businesses may be referred to the Small Business & Technology Development Center and the Small Business Center at Forsyth Technical Community College.

(2) **Section 3 Business Training Initiatives.** The City's Section 3 Business Training Program provides training in business skills (taxes, bookkeeping, legal issues, marketing, etc.) 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.

(3) **Small Business Loan Programs.** These programs finance small business development in distressed areas of the City, including the NRSA, and consists of the Small Business Loan Program, the Target Area Economic Development Program, and the Microenterprise Loan Program.

REDEVELOPMENT PROJECTS

The City is undertaking, or assisting with, the redevelopment of several areas in the NRSA.

(1) Brookwood Business Park. The 1994 Enterprise Community proposal recognized the need to create good quality industrial/light manufacturing jobs within or in close proximity to the Enterprise Community to provide employment opportunities for Enterprise Community residents. That proposal also noted that, according to a market study conducted for the City by a private consulting firm, land resources were scarce for attracting small industrial and light manufacturing firms. A later market study by a private consulting firm further illustrated the need for additional industrial space in the community.

Since 1994, the availability of industrial and light manufacturing sites has become scarcer. While two new industrial parks have been developed in Forsyth County since 1994, the new space was being absorbed ahead of the market demand, thus leaving a deficiency in the market. In the meantime, greenfield sites in the suburbs have become more cost prohibitive due to infrastructure needs and less labor friendly due to their isolation from an available labor force.

This lack of available prime industrial sites in other areas of the City provided an opportunity for site identification and development within the NRSA. One area that had been previously targeted for potential industrial development included approximately 170 parcels around the Smith Reynolds Airport. The combined parcels are approximately 75 acres located just south of the airport. This land also adjoins another 200+ acres of potentially developable land controlled by the Forsyth County Airport Commission. The area provides a large labor force and nearby air, rail, and interstate access. In addition, all utilities are available. The City has now acquired 45 of the 70 acres, completed infrastructure development and an access road into the site, installed water and sewer lines, and constructed a speculative building on one lot. The City is marketing the building and remaining sites to prospective companies. During the period 2014-2018, the City hopes to acquire the remaining 25 acres and further develop the business park.

(2) Liberty Street Corridor. Liberty Street is a major north-south route through eastern Winston-Salem connecting the Smith-Reynolds Airport to the Central Business District, and once was considered the gateway to the northeast part of town. This corridor reached its peak as a residential, cultural, and social area around World War I. However, soon after the war the area began transitioning from a high-rent district to an industrial and business hub. The residents were powerless to prevent the changes, and Liberty Street suffered accordingly. Industrial expansion, highway construction, and urban renewal programs all took their toll on the area.

Recognizing the importance of this corridor, community groups and the City of Winston-Salem began to focus their efforts on Liberty Street and nearby neighborhoods in such areas as economic revitalization, planning, transportation, housing, and historic preservation. The result of this process was the adoption of the Liberty Street Corridor Study in 1995. The

overall goal of the study is to enhance the appearance and economic vitality of Liberty Street through improvements in economic development opportunities, transportation, land use zoning, safety, design and appearance, and community building.

While some progress has been made to encourage new investment, the area still has some of the most blighted conditions in the community and retains a considerable amount of vacant and underutilized structures and land. Some glimmer of hope remains for the area as the City of Winston-Salem and Forsyth County have begun appropriating additional funds for the redevelopment of the area. Since 1998, the City has spent nearly $2,500,000 for infrastructure improvement efforts along the corridor. Forsyth County has spent approximately $4,000,000 for new construction along the corridor during this same time period.

In 2005, the City Council approved the designation of a part of Liberty Street as a redevelopment area, and authorized $2,000,000 to purchase and demolish three blighted properties in the corridor. These properties are now available for redevelopment, and are being marketed to potential purchasers. In 2014 the City developed and opened a vendors market on Liberty Street. In 2014-2018, the City hopes to complete the redevelopment of those properties and purchase and redevelop additional properties in the corridor.

(3) Wake Forest Innovation Quarter (formerly Piedmont Triad Research Park). With the help of $3.1 million in state funding, the development of a 24-acre research park in central Winston-Salem was initiated. While the park faced some early challenges including a major fire destroying several of the existing buildings in the park, development of the project continued. In summer of 2002, the project received a major boost when the Idealliance and Wake Forest University Health Sciences announced a merger while simultaneously announcing that the park would be expanded to approximately 180 acres. The expanded park is projected to create more than 10,000 new jobs and lead to an investment of more than $2 billion over a 20-year period. The park is located at the southeast end of the Central Business District. The park is designed to attract applied technology research by utilizing the strengths of the area's medical schools and universities. Currently, the park consists of approximately 1.1 million square feet of research and office space and houses nearly 3,000 employees.

The job creation from businesses locating in this development will range from entry-level and semi-skilled to higher-skilled management/professional positions. A key factor to assuring NRSA residents have the best opportunity to take advantage of the jobs created from these businesses is to develop a training and support system, supported by the area's educational institutions, to expand their job skills in applied technology industries.

(4) Southeast Gateway. The Southeast Gateway area adjoins institutional uses such as Winston-Salem State University, University of North Carolina School of the Arts, Salem College, Old Salem, and numerous residential communities such as Happy Hill Gardens, a recent HOPE VI recipient community, Washington Park, and West Salem. The area is just south of the Central Business District and, through a public-private partnership, efforts are

being taken to revitalize the area. Each institution is undergoing major capital improvements with the combined estimates for the total improvements approaching $100 million.

The original plan for the Gateway was to be a vibrant, 47 acre mixed use village consisting of approximately 50 residential condominiums, 88 student housing units, 150,000 square feet of office/retail/medical/institutional space and a state of the art 90,000 square foot YWCA. The YWCA and first residential building were completed; however the recession prevented the rest of the project from being developed. Plans will be revised as market conditions permit.

(5) Brookstown Project. The Brookstown Project is a two phase redevelopment project on the west side of downtown. Phase I consisted of a 5,500 seat baseball stadium, which opened in April 2010. A 200-unit apartment complex opened in 2014. Phase II was to include a multiplex movie theater, office, retail and residential space; however, the recession prevented those plans from being carried out. Phase II is now expected to include office, retail, and residential space.

(6) Revitalizing Urban Commercial Areas (RUCA). The City Council's Strategic Plan recommends taking action to assist commercial areas that are in a state of decline, most of which are located in the NRSA. To implement this action, staff developed a strategy which included identifying these declining areas and then prioritizing those with the greatest need. In May 2005, Council authorized $1.5 million in certificates of participation (COPs) to be used to assist the twelve top priority areas. Recognizing that $1.5 million would not be sufficient to assist all twelve areas, staff developed a request for proposal process, whereby non-profit groups (e.g., CDC's, Neighborhood Associations) whose service areas included these twelve commercial areas were invited to submit responses to the RFP. As a result of the responses, three areas were chosen to receive initial funding. In 2011, an additional five areas were approved for a second round of funding. In November 2014, voters approved general obligation bonds that will provide $2 million of funding for a third round of projects beginning in 2015. RUCA assistance consists of low interest loans and forgivable loans to property owners in order to fund property improvements and also provides funds for public infrastructure improvements such as new sidewalks, street trees, and crosswalks.

KEY PROJECTS

The following table summarizes economic and neighborhood development goals and objectives to be undertaken in the five-year period applicable to the Consolidated Plan. The table includes operational objectives, performance measures and benchmarks, and lead and partnering entities.

Winston-Salem Neighborhood Revitalization Strategy

Economic Development

Activity	Objective	Outcomes	Partners
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: Liberty Community Development Corporation, CBD
Wake Forest Innovation Quarter	Develop high tech park and create technology related jobs and establish contextual training programs.	$250,000,000 in new investment and hundreds of new jobs, train at least 30 NRSA residents, employ at least 20 NRSA residents.	Lead: City Manager's Office, Wake Forest Health Sciences, Wake Forest Innovation Quarter, Winston-Salem Business Inc.
Brookwood 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: CBD
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
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: CBD
Small Business Loan Program	To provide low interest loans to new and expanding businesses located within economically distressed areas of the City	Assist 50 businesses. Create 100 new jobs for NRSA residents.	Lead: CBD
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: Microenterprise Loan Program
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: Piedmont Triad Regional Council Workforce Development Program with the Service Corp Advisory Board

Winston-Salem Neighborhood Revitalization Strategy

Economic Development

Activity	Objective	Outcomes	Partners
Contextual Job Training	Provide youth ages 14 to 21 with an opportunity to become involved in entrepreneurial activities or training to employment. Postsecondary education opportunities attached.	Continue Summer Youth Employment Program. Train 100 NRSA residents	Lead: Forsyth Technical Community College, Chamber of Commerce, Winston Business Inc., Workforce Development Board, Kid Commerce, CBD
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	Piedmont Triad Regional Council Criminal Justice Department, NC Department of Correction, community and faith-based service providers
Employment Resource Center NCWorks Workforce 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: NCWorks Workforce Career Centers, Employment Security Commission, Goodwill Industries, Forsyth County Department of Social Services, Forsyth Technical Community College
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 Department, Winston-Salem Transit Authority
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
Section 3 Training Initiative/1	Provide the Construction Training Program or Youth Build; and enhance the program through the addition of contextual training in the skilled construction trades.	Graduate up to 20 construction participants per year.	Lead: CBD
Section 3 Business Training Initiative/2	Provide the Business Training Program to increase knowledge of owning a small business.	Develop and implement an expanded program, graduate up to 20 participants/year.	Lead: CBD

Winston-Salem Neighborhood Revitalization Strategy

Economic Development

Activity	Objective	Outcomes	Partners
Business Training and Assistance Program	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: CBD, Chamber of Commerce, Forsyth Technical Community College, Winston-Salem State University
Brookstown Project	Provide assistance to bring Phase 2 development to fruition.	New investment and create jobs for NRSA residents.	Lead: City Manager's Office
Revitalizing Urban Commercial Areas (RUCA)	Expand RUCA program to additional areas.	Rehabilitate buildings and install public infrastructure	Lead: CBD, City/County Planning Board (CCPB), Engineering, Inspections

Neighborhood Development

Activity	Objective	Outcomes	Partners
Northeast Winston #2 Redevelopment	Construct single-family units	Construct and sell 25 units to home buyers	Lead: CBD, Real Estate Office, Habitat, Builders
Northeast Winston #3 Redevelopment	Develop redevelopment plan in conjunction with neighborhood association, if funds permit.	Complete plan, initiate acquisition, relocation, clearance.	Lead: CBD, CCPB, Real Estate
Lincoln-Maywood Redevelopment	Construct single-family units	Complete construction of remaining 2 units to home buyers	Lead: CBD, Builders
Liberty-Patterson #2 Redevelopment	Construct single-family units	Complete construction and sale of 5 single-family units to 1st time buyers.	Lead: CBD, Real Estate, Builders
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 units to 1st time buyers	Lead: CBD, Habitat for Humanity, CDCs, Builders
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: CBD, Housing Authority (HAWS), Habitat for Humanity, Builders
Goler Depot Street Revitalization	Complete Patterson Ave. Project	Lease/sell Craver units. Select developer/builder, attain financing for, and complete construction and occupancy of Patterson Ave. Project.	Lead: Goler CDC, CBD

Neighborhood Development

Activity	Objective	Outcomes	Partners
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 with upgrades in other centers	Lead: Public Works, Recreation; CBD
Single Family Rehabilitation	1) Continue rehab program for homeowners and investors 2) Implement TURN	1) Rehab 40 houses per year 2) Identify neighborhoods; market program	Lead: CBD, Property Owners, Neighbors for Better Neighborhoods
Multi-Family Rehabilitation	Provide rehabilitation financing for rental units in properties of 4+ units	Commit financing for rehab of 75 units within the NRSA.	Lead: Private for-profit and non-profit developers, CBD
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, CBD
Public Housing Revitalization	1) Complete homeownership units for Kimberly Park Terrace revitalization. 2) Complete home ownership 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. 3) Complete Choice Neighborhoods Plan	Lead: Housing Authority of Winston-Salem (HAWS)
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: CBD, Forsyth County, Neighborhood CDCs, Financial Institutions
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: CBD, CDCs, Builders
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

Neighborhood Development

Activity	Objective	Outcomes	Partners
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: CBD
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
Capacity Building	Provide strategic planning, leadership and board training for non-profit CDCs	Support Funders Collaborative	Lead: Neighbors For Better Neighborhoods, Winston-Salem Foundation, CBD
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; NBN, CDB
Crime Prevention and Reduction Efforts	Develop and expand community-based initiatives to address the drug and crime problems within NRSA neighborhoods.	Continue Ten 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