

2013-2014 ANNUAL ACTION PLAN

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 2013-2014 Annual Plan represents the first 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 2013-2014 ANNUAL PLAN

The City's allocation of CDBG grant funds is \$1,956,148 (a 3.3% increase), \$922,457 (a 1.2% decrease) in HOME funds, and \$138,158 in ESG funds (a 6.3% decrease), for an overall allocation increase of 1.4%. The City will receive \$756,357 of the HOME funds, and the County \$166,100. The City will receive an additional \$1,350,170 in Supportive Housing funds on behalf of local agencies providing homeless program services beginning in the fourth quarter of the FY14 program year. The City also expects to receive \$316,937 in additional ESG funds from the State of North Carolina during FY14.

The projected increase in HUD funds combined with average projected program income have somewhat eased the challenges to funding projects. The results are: 1) no reduction in commitments to subgrantees for program operations; 2) an increase in funding for single-family production and homebuyer assistance due to a modest improvement in the housing market, and 3) increased funding for projects that assist the homeless. 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 FY14 are summarized as follows:

- Up to \$500,000 to S.G. Atkins Community Development Corporation toward the renovation of the basement of The Enterprise Center for additional space for the business incubator. Assistance is anticipated as a deferred loan. The CDC has received \$1.2 million from the Economic Development Administration for the project.
- Up to \$75,000 to Winston-Salem Industries for the Blind in support of expansion of the organization's optical operation, which includes the manufacture and sale of eyeglasses. Assistance is anticipated as a deferred/forgiven loan.
- Up to \$375,000 to Union Community Development Corporation in support of rehabilitation/renovations and equipment for a grocery store. Assistance is anticipated as a deferred/forgiven loan.
- Up to \$78,000 to the Winston-Salem Branch of the NAACP toward rehabilitation/renovation of a community center and development of a community garden. 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 \$2,541,500, or 28.3%, 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; as well as IDA commitments through FY14.

AVAILABLE RESOURCES

Identified financial resources include the CDBG, HOME and ESG Program grants from HUD; CDBG, HOME and Housing Finance Fund (local) 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 2000 and Youth Build 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 FY14 in general program categories.

ACTIVITY	TOTAL	FEDERAL SOURCES (New Appropriations)			LOCAL	Prior Year Funds
		CDBG/PI	HOME/ PI	ESG/Supp Hsg	HFF	
Housing Rehabilitation and Operations	2,541,500	1,235,828	542,392		46,000	717,280
Neighborhood Dev: Acq-Clearance	143,735	61,200			82,535	
Housing Production/Infrastructure.	1,144,145		194,145			950,000
Homebuyer Assistance	239,740		74,740			165,000
Economic Dev/Self-Sufficiency	1,582,540	150,320			402,500	1,029,720
Public Services/Homeless Assist	2,554,525	311,810	190,000	1,805,265	247,450	
Section 108 Loan Repayment	464,000	464,000				
Planning/Training, Capacity/Other	314,170	257,990	46,180		10,000	
TOTAL	8,984,355	2,481,148	1,047,457	1,805,265	788,485	2,862,000

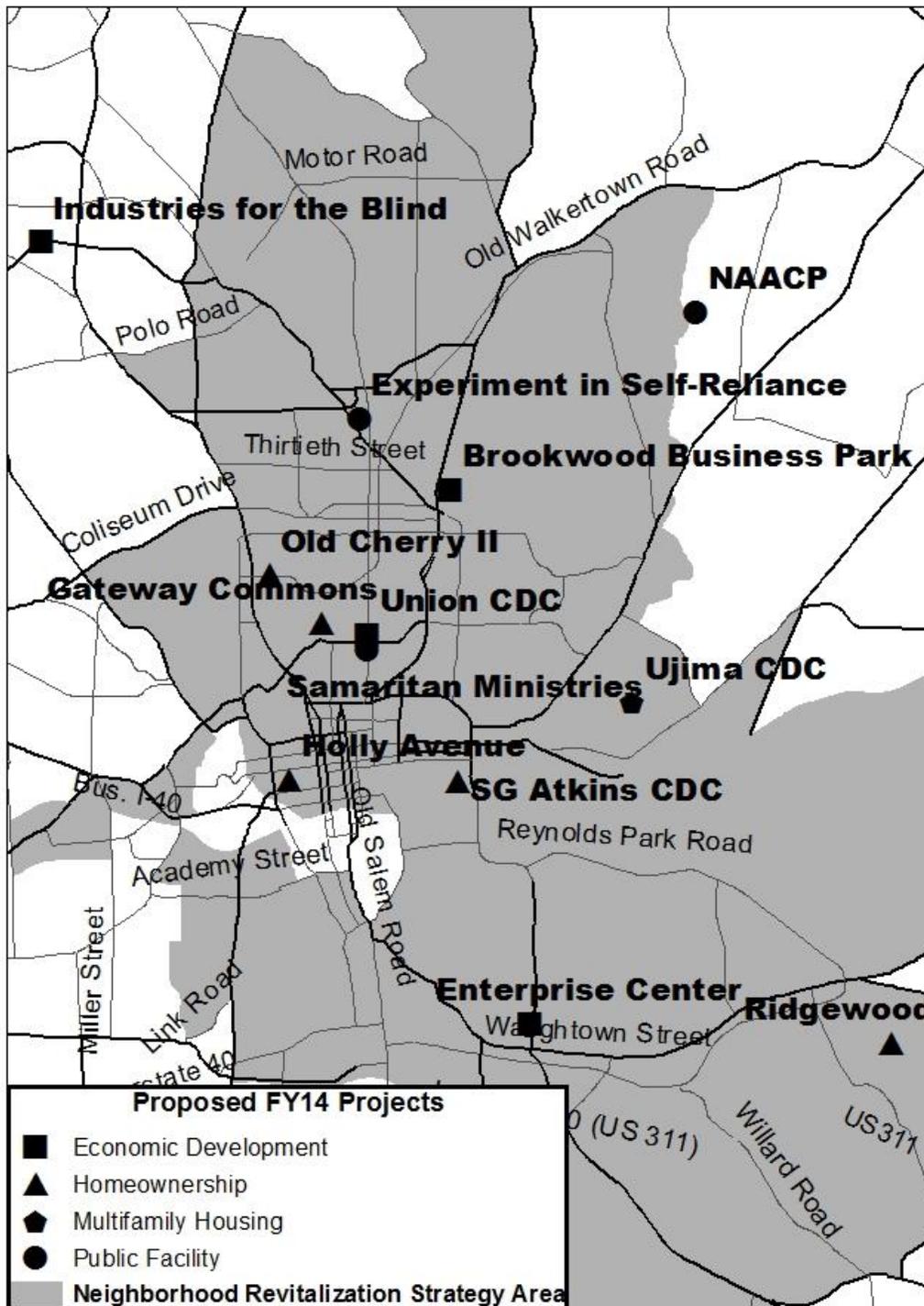
OBJECTIVES AND OUTCOMES

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 FY14 is provided in the table.

FY14 Summary of Housing Completions Objective/Outcomes			
		Obj.	# Units
New Construction	Owner	DH-2	37
	Rental	DH-2	0
Rehab/Repair	Owner	DH-2	60
	Rental	DH-2	98
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.



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.

This Annual Plan was prepared with public input, relative to needs, obtained through a kick-off community meeting on November 1, 2012, two community workshops on February 7, 2013, a public hearing on March 19, 2013, and an ongoing series of consultations with supportive service providers, advocacy groups and coordinating bodies. This submission, adopted by City Council on April 15, 2013, was presented at the public hearing of March 19, 2013.

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. A more detailed description of the kick-off and community workshops, comments received from them and 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: 2013-2014 STRATEGY IMPLEMENTATION

This 2013-2014 Action Plan represents the first year of the five-year planning period of the 2014-2018 Consolidated Plan. The budgets contained herein reflect Federal Fiscal Year (FFY) 2013 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 FY14 HUD Entitlement Programs			
	Amount	Amount Change	% Change
Entitlement Funds			
CDBG	\$1,956,148	\$62,359	3.3%
HOME	\$922,457	-\$11,334	-1.2%
ESG	\$138,158	-\$9,354	-6.3%
Total Entitlement	\$3,016,763	\$41,671	1.4%
Program Income			
CDBG	\$525,000	\$0	0%
HOME	\$125,000	\$0	0%

An increase in the CDBG program and small decreases in the HOME and ESG programs, combined with average program income, have resulted in a small overall increase in entitlements funds. These changes, along with the 20-year amortization of Section 108 Loan repayments and implementation of the HEARTH Act for ESG, have somewhat eased the challenges to funding projects. Funding for core programs is maintained.

The results are: 1) no reduction in commitments to subgrantees for program operations; and 2) an increase in funding for single-family production and homebuyer assistance due to a modest 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 be in full operation during FY14. Emergency Solutions Grant (ESG) funds from the State of North Carolina will be available for shelter operations and rapid re-housing during FY14.

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 FY14 by goal. Exhibit 2, which follows this section, outlines the strategies and implementing programs to be undertaken during FY14, including the source of funds and projected accomplishments.

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. Habitat for Humanity will continue a five-year neighborhood revitalization initiative in the Cherry Street/Kimberly area. Although work in FY14 will consist primarily of construction of single-family homes for owner-occupancy, Habitat will also purchase vacant structures and rehab them for sale to eligible homeowners. One community development corporation will begin infill development in a target neighborhood. Enforcement of the Minimum Housing Code through Operation Impact and regular code enforcement as well as neighborhood services programs are ongoing. Funds continue to be available for non-profit capacity development through the Winston-Salem Community Development Support Collaborative.

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 modest improvement in the housing market will increase single-family housing production in 2013-14, 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 will begin 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, funds committed to United Way of Forsyth County as match for Individual Development Account (IDA) participants continue to be available.

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.

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 planning for a coordinated entry system. 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. FY14 resources include one-year renewal funds from the Supportive Housing Program Federal FFY12 grant on behalf of agencies serving the homeless, continued operating assistance for transitional case management for formerly homeless persons/families, operations and renovations of emergency shelters up to

the maximum allowed by the Emergency Solutions Grant, 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 FY14 are: (1) to approve five new small business loans; (2) to expand market 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.

In the Brookwood Business Park, installation of utilities, streets and curb is complete, and the City has begun construction on lot #8, the second lot to be developed. Continued focus of FY14 will be directed toward marketing of the park.

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 three-year Youth Build program will enroll its first participants.

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 strategies within this priority area focus on improving coordination with non-profit organizations and other coordinating bodies in the community. In FY14, 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 FY14.

**Exhibit 2: WINSTON-SALEM/FORSYTH HOUSING CONSORTIUM FY14 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	15	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	Tandem Purchase-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	96	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	1	Public Fac./Imp.
Program 1.4.3	Public Facilities	SL-1	Local, CDBG	1	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	30	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	15	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, SHP	175	Persons
Program 3.1.3	Coordinated Intake	SL-1	ESG	N/A	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	SPC	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	2,250	Persons
GOAL 4: EXPANDING ECONOMIC OPPORTUNITIES					

Strategy 4.1	Expand Entrepreneurial Development				
Program 4.1.1	Small Business Loan Program	EO-1	CDBG	10	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	0	Persons
Program 4.2.2	Youth Build	EO-1	Other Federal	27	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), Supportive Housing Program (SHP), Shelter Plus Care (SPC), 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

FY14 Budget Appropriations

	<u>Community Development Block Grant (CDBG)</u>
1,956,148	Entitlement Grant B-13-MC
525,000	Program Income: Loan Repayments/Interest
2,481,148	Sub-Total CDBG Funds
	<u>HOME Investment Partnership Program (HOME)</u>
922,457	Entitlement Grant M-13-DC
125,000	Program Income
1,047,457	Sub-Total HOME Funds
	<u>OTHER</u>
788,485	General Fund HFF Program Income/Fund Balance
138,158	Emergency Solutions Grant Program H-13-MC
1,667,107	Supportive Housing Program/State ESG
2,593,750	Sub-Total Other Program Funds
6,147,355	Total FY14 Budget Appropriations

Prior Year Fund Budget Commitments

	<u>CARRY-OVER FUNDS</u>
832,000	CDBG
815,000	HOME
750,000	Housing Finance Fund
100,000	G.O. Bonds
365,000	Youth Build
<u>2,862,000</u>	Sub-Total Prior Year Appropriations
8,984,355	Total FY14 Programmatic Resources

PROJECTED EXPENDITURES/COMMITMENTS (SPEND PLAN)

2,391,500	<u>RESIDENTIAL REHABILITATION</u>	
	1,320,700	Rehabilitation
	100,000	Emergency Repair
	16,000	Architect. Barrier Removal/Handicap Asst.
	0	Investor/Multi-Family Rehab
	50,000	Rehab Hazard Reduction
	904,800	Program Operations
1,533,885	<u>HOUSING PRODUCTION/HOMEOWNERSHIP</u>	
	150,000	Buy-Rehab/Consortium Tandem Loans
	239,740	Home Buyer Assistance
	1,004,145	Single-Family Production
	0	Multi-Family Production
	0	Infrastructure Improvements
	140,000	HOME CHDO Activities
2,179,685	<u>HOMELESS/TRANSITIONAL HOUSING</u>	
	190,000	Tenant Based Rental Assistance
	1,851,527	Transitional Housing/Supportive Services
	138,158	Homeless Shelter Improvements/Prevention
1,582,540	<u>ECONOMIC SELF SUFFICIENCY</u>	
	624,820	Business/Commercial Loans
	528,000	Business/Contractor Education
	429,720	Construction Training
143,735	Property Maintenance/Disposition	
0	Redevelopment Acquisition/Clearance	
374,840	Public Service/Subrecipient Activity	
77,350	Planning, Training, Program Admin/Non-Profit Capacity Dev	
236,820	Cost Allocation/GF Admin Reimbursement	
464,000	Section 108 Loan Repayments	
8,984,355	TOTAL PROJECTED USE OF FUNDS	

**EXHIBIT 3
HOUSING AND COMMUNITY DEVELOPMENT REVENUE AND EXPENDITURE ALLOCATIONS: FY 2013-2014 (CDY 39)**

DESCRIPTION	FY14 Spend Plan	FY14 Budget Appropriation	FFY 13 CDBG	CDBG Prog Inc	FFY13 HOME	HOME Prog Inc	SHP/ESG	HFF Prog Inc	Prior-Year
RESIDENTIAL REHAB									
NRSA: Owner	925,950	680,950	414,118	78,800	118,032	70,000			245,000
Citywide Rehab: Owner	320,000	145,000			145,000				175,000
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	50,000	35,000	25,000		10,000				15,000
Program Operations	888,190	755,910	476,680	133,230	100,000			46,000	132,280
Forsyth County Rehab/Operations	91,360	91,360			91,360				
HOUSING STIMULATION/HOME OWNERSHIP									
Home Buyer Assistance	239,740	74,740			74,740				165,000
Buy-Rehab Tandem	150,000	0							150,000
Single-Family Production	1,004,000	54,000			54,000				950,000
Multi-Family Production	0	0							
Infrastructure Improvements	0	0							
HOME CHDO Activities	140,000	140,000			140,000				
ECONOMIC SELF-SUFFICIENCY									
Business Loans	624,820	524,820	74,820	75,000				375,000	100,000
Contractor Business Education	528,000	28,000	500					27,500	500,000
Construction Training Program	429,720	0							429,720
OTHER ACTIVITIES									
Property Maintenance/Disposition	143,735	143,735	61,200					82,535	
Redevelopment Acquisition/Clearance	0	0							
Public Service Activities	374,840	374,840	71,220	56,170				247,450	
Homeless: ESG/Transitional/TBRA	2,179,685	2,179,685	171,970	12,450	135,000	55,000	1,805,265		
Non-Profit Capacity Dev/Training	37,350	37,350		37,350					
Planning/Training/Administration	40,000	40,000	20,000		10,000			10,000	
Cost Allocation/GF Admin Reimbursement	236,820	236,820	200,640		36,180				
Section 108 Loan Repayment	464,000	464,000	332,000	132,000					
TOTAL ALLOCATION	8,984,355	6,122,355	1,956,148	525,000	922,457	125,000	1,805,265	788,485	2,862,000

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.

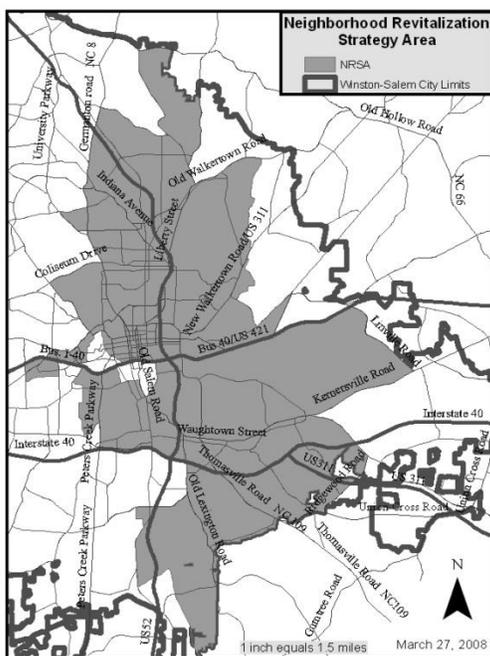
Calculation of Estimated Low and Moderate Income Benefit

Projected Expenditures Subject to Program Benefit Rules	2,628,508
Project Expenditures Principally Benefiting Low- and Moderate-Income Persons	2,567,308
Projected Percent Benefit to Low- and Moderate-Income Persons	97.7%

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 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.

Goals and objectives for the NRSA are outlined in the Neighborhood Revitalization Strategy, which is an appendix to the Five-Year Consolidated Plan.

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 \$922,457 of new grant funds, \$166,100 is allocated to Forsyth County, in accordance with the provisions of the Consortium Agreement, and \$756,357 is allocated to the City of Winston-Salem with an additional \$125,000 in program income. The program activities and expenditures to be derived from FFY13 HOME funds, prior year carryover/reprogrammed funds, and program income, are as follows:

851,032	-	Rehab: Owner, Rental and Hazard Reduction
469,145	-	First-Time Homebuyer Assistance/Construction
0	-	Multi-Family Production
190,000	-	Tenant-Based Rental Assistance
<u>140,000</u>	-	CHDO Set-Aside: New Construction (15.2% FFY 13 Grant)
1,650,177	-	Sub-Total City Program Activities
74,750	-	Single-Family Owner Rehab
<u>74,740</u>	-	First-Time Homebuyer Assistance
149,490	-	Sub-Total County Program Activities
16,610	-	County Program Admin (10% County Allocation)
<u>46,180</u>	-	City Training, Admin, and Indirect Cost (6.1% City Allocation)
62,790	-	Sub-Total (6.8% of FFY 13 Grant)
1,862,457	-	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 private sector contributions to one Community Housing Development Organization (CHDO) for new construction ownership units. HOME match funds for FY14 are projected to total \$37,755 from Forsyth County and participating municipalities and \$600,000 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 15 homeowners during FY14.

B. First-Time 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 15 homebuyers during FY14. Program policies are included in Appendix C.

C. CHDO Set-Aside

The FFY 13 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. No projects are proposed to be funded for FY14, although applications may be considered throughout the year.

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 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. The NSP-1 is scheduled to have all units occupied by February 2013. Below is the progress to date (March 2013) of the occupancy of the NSP-1 affordable housing units.

<u>Project</u>	<u>Occupied/Purchased</u>	<u>Total NSP Units</u>	<u>All Units</u>
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
	<u>146</u>	<u>146</u>	<u>156</u>

- 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 20 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 \$3,000 grant for \$1,500 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.

<u>HOME Investment</u>	<u>Period of Affordability</u>
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 five to ten 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, Duke Energy, NC Housing Finance Agency (NCHFA) Single-Family Rehab/Urgent Repair funding, and a NC Health Hazards Control Grant Program Lead Grant. Properties assisted will be located in the other cooperating municipalities as well as in the unincorporated areas of the County.

The County in FY13 anticipates being awarded a \$225,000 Community Development Block Grant to rehab approximately 8 to 11 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 anticipated. Owner occupants under the Emergency/Urgent Repair Program will be provided with \$6,000 grants 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 \$25,755 in matching funds for the 2013-2014 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 a limited number of minimum housing code complaints in unincorporated areas and participating municipalities outside the Winston-Salem city limits. Inspections are 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 provide assisted households with supportive services designed to enable them to become self-sufficient by the end of two years. Implementation of one segment of the program requires close coordination between the Transitional Housing Program staff of the Experiment in Self-Reliance (ESR), the Housing Authority of Winston-Salem and other support social service agencies. An added component is the provision of assistance to mentally ill adults who are transitioning back into the community with supportive services coordinated through CenterPoint Human Services, the local mental health authority. In addition, TBRA will be used to help implement the Ten-Year Plan to End Chronic Homelessness. Transitional Housing Program staff screen and select families in accordance with program guidelines and the Administrative Plan which is not inconsistent with the PHA's Preferences established under 24 CFR 882.219.

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 will be used to provide for the operational needs of emergency shelters and for rapid re-housing activities. State ESG funds will be used for shelter operations, rapid re-housing and coordinated intake. 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 appointed by the Council on Services for the Homeless 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 1,351 units of public housing in 13 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; two smaller duplex communities; and six new 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 24 units at Gateway Commons and will construct ten more, with the remaining units developed by a private builder. 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, scheduled for completion late 2013. This development will embody a new concept called “step-up housing”.
- The Housing Authority operates a Housing Choice Voucher Program consisting of 3,982 tenant-based vouchers, 73 Mainstream vouchers, 85 VASH vouchers, 327 project-based vouchers, and 158 moderate rehabilitation units. In addition, the Housing Authority administers approximately 200 special use vouchers for other agencies, such as Shelter Plus Care, HOME Tenant-Based Rental Assistance and Housing Opportunity for Persons with AIDS vouchers. The waiting list for the HCV tenant-based program has approximately 2,500 families and has been closed since April, 2010. Families who have a 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 63 HCV homeownership vouchers. The total annual budget authority for the Housing Choice Voucher Program is approximately \$27 million.
- 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

Piedmont Triad Regional Council Workforce Development, which provides an array of educational and employment supportive services to public housing tenants.

- HAWS will make capital improvements to its public housing properties, including those described below. HAWS is currently having a physical assessment of its public housing properties completed, which may result in a change of priorities.
 - Kitchen floor replacement and bath plumbing upgrades at Piedmont Park.
 - \$2.5 million rehabilitation of Stoney Glen
 - Upgrades to Healy Towers kitchens
 - Upgrades to Healy Towers lobby
 - Security cameras at Townview and Stoney Glen
 - Apartment door replacements at Sunrise Towers and Crystal Towers
- 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. Street outreach is funded by HUD Continuum of Care grant funds and conducted by staff of The Bethesda Center for the Homeless and also through funding from the U.S. Department of Health and Human Services by the Projects for Assistance in Transition from Homelessness (PATH) Program, which is operated through Wake Forest University Baptist Medical Center.

Emergency Shelter and Transitional Housing

ESG funds support emergency shelter (operation, services, and renovation), rapid re-housing, and coordinated intake. 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. Unaccompanied youth are served primarily by The Children's Home, which provides a bridge to stable permanent housing.

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 2011-2012, \$5,325,150 in financial assistance was provided in 20,749 instances to prevent eviction, prevent loss of utilities, or to pay for rental deposits after housing was lost. 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. Also, the community, at the invitation of the U.S. Interagency Council on Homelessness, has become involved in "YouthCount!", which is being incorporated into the annual point-in-time count of homeless persons, under the leadership of United Way of Forsyth County. This initiative will improve assessment of the needs of homeless youth and allow improved strategy and program development.

The plan goals support linkages to mainstream supportive services. Under the leadership of United Way of Forsyth County and the Ten Year Plan Commission on Homelessness, a monthly Resource Center connects homeless households to mainstream health, social, income-maintenance and employment services. The Community Intake Center, opening in 2013, will support this connectivity function on an ongoing basis.

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. Since inception of the Hazard Reduction Program, to date 723 units have been tested, with 466 units testing positive with lead. Since 1999, 347 units have received assistance to reduce lead hazards.

The City of Winston-Salem has just completed a three-year \$2,000,000 Lead-Based Paint Hazard Reduction Grant and a \$70,000 Healthy Homes grant from HUD in 2009. The program began January 15, 2010, and ended March 31, 2013 Under the grant work plan, a total of 186 homes were inspected Contractors hired by the City performed hazard control and clearances on ~~400~~ 105 homes over a three-year period. The City also applied in February 2013 for a new Lead-Based Paint and Healthy Homes Grant. Awards notifications are scheduled for April or May 2013.

Annual Activities: Projected activities in 2013-2014 will be to: 1) test 96 units, 2) provide treatment to ~~65~~ 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. The City's Rehabilitation Division staff will continue to utilize a XRF analyzer to perform lead-based paint inspections on properties supplemented with the use of outside lead consultants as needed. Typically the properties are single-family homes but may also be multi-family apartments.

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 will become an integral 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, and public service announcements on radio and television, and newspapers, as well as any other means available. 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 Council on Services for the Homeless, 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.