PROPOSED

CONSOLIDATED HOUSING AND COMMUNITY DEVELOPMENT PLAN

2014 – 2015 ANNUAL PLAN

WINSTON-SALEM/FORSYTH HOUSING CONSORTIUM
May 15, 2014

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CONSOLIDATED HOUSING AND COMMUNITY DEVELOPMENT PLAN (CHCD)
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2014-2015 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 2014-2015 Annual Plan represents the second 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 $1,959,199 (a 0.2% increase), $979,659 (a 6.2% increase) in HOME funds, and $158,915 in ESG funds (a 15.0% increase), for an overall allocation increase of 2.7%. The City will receive $803,259 of the HOME funds, and the County $176,400. The City will receive an additional $1,479,180 in Continuum of Care funds on behalf of local agencies providing homeless program services beginning in the fourth quarter of the FY15 program year. The City also expects to receive $219,284 in additional ESG funds from the State of North Carolina during FY15.

The projected increase in HUD funds and projected program income has somewhat eased the challenges to funding projects. The results are: 1) no reduction in commitments to subgrantees for program operations; 2) continued funding for single-family production and homebuyer assistance due to steady 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 FY15 are summarized as follows:

- Up to $48,000 to Bethesda Center for the Homeless toward rehabilitation/repair at the organization's shelters, primarily to address an insufficient ventilation system that is causing mold and mildew problems. Assistance is anticipated as a deferred/forgiven loan.
- Up to $75,000 to Winston-Salem Industries for the Blind in support of the introduction of the manufacture of standard office staples. 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 $3,250,188, or 36.0%, 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, 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

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of North Carolina; and the remaining balance of general obligation bonds approved in 2000, Youth Build Grant, 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 FY15 in general program categories.

ACTIVITY	TOTAL	FEDERAL SOURCES (New Appropriations)			LOCAL	
		CDBG/PI	HOME/ PI	ESG/Supp Hsg	HFF	Prior Year Funds
Housing Rehabilitation and Operations	3,250,188	1,164,539	657,069		48,000	1,380,580
Neighborhood Dev: Acq-Clearance	151,391	61,200			90,191	
Housing Production/Infrastructure.	1,317,000		147,000		300,000	870,000
Homebuyer Assistance	219,380		79,380			140,000
Economic Dev/Self-Sufficiency	662,530	265,000				397,530
Public Services/Homeless Assist	2,622,465	291,430	190,000	1,863,585	229,450	48,000
Section 108 Loan Repayment	452,000	452,000				
Planning/Training, Capacity/Other	355,340	275,030	41,210		10,000	29,100
TOTAL	9,030,294	2,509,199	1,114,659	1,863,585	677,641	2,865,210

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	0
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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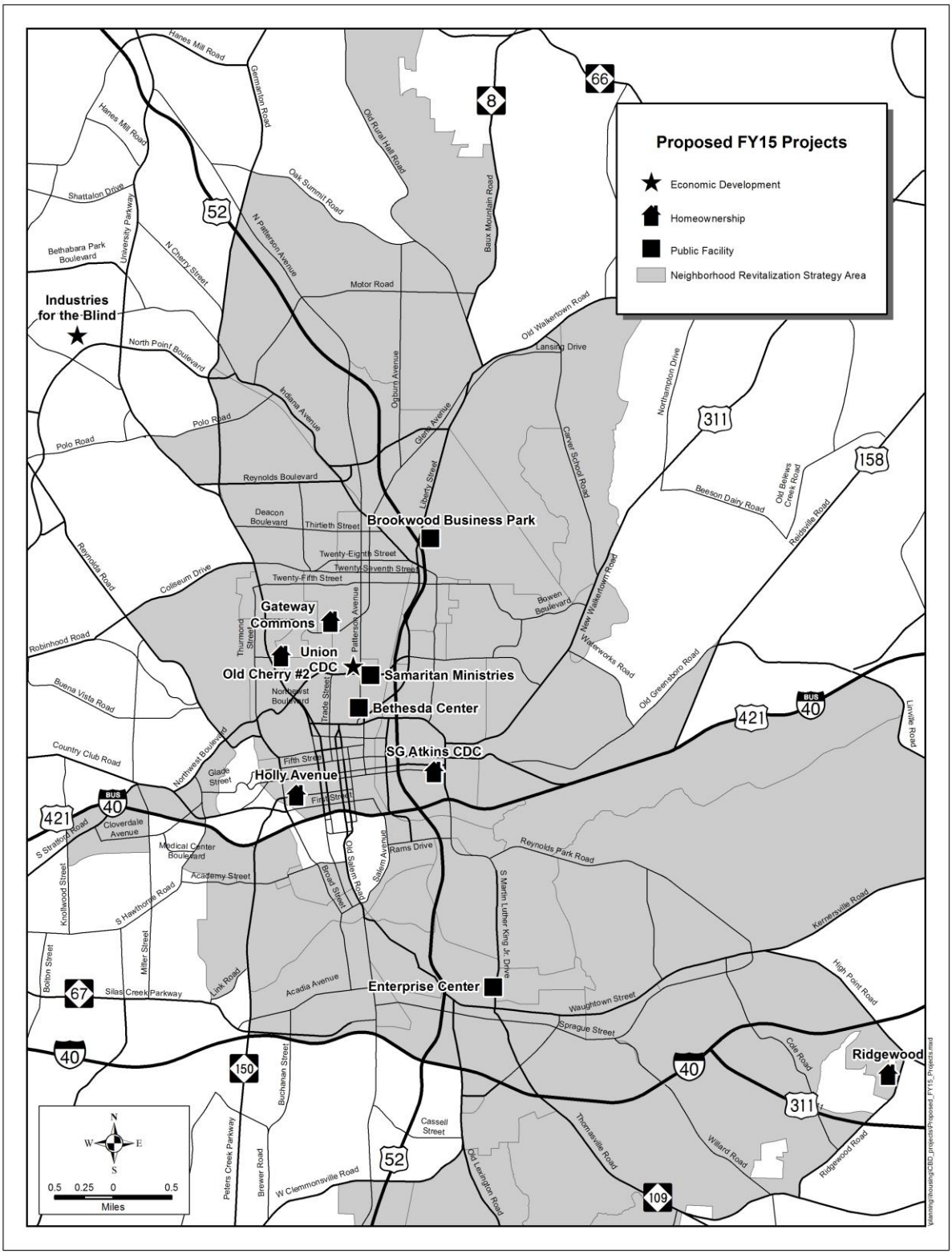
Proposed FY15 Projects
Economic Development
Homeownership
Public Facility
Neighborhood Revitalization Strategy Area
Industries for the Blind
Brookwood Business Park
Gateway Commons
Union CDC
Old Cherry #2
Samaritan Ministries
Bethesda Center
SG Atkins CDC
Holly Avenue
Enterprise Center
Ridgewood
Hanes Mill Road
Germanton Road
Old Rural Hall Road
Oak Summit Road
Shattalon Drive
University Parkway
Bethabara Park Boulevard
N Cherry Street
N Patterson Avenue
Motor Road
Baux Mountain Road
North Point Boulevard
Indiana Avenue
Polo Road
Ogburn Avenue
Glenn Avenue
Liberty Street
Reynolds Boulevard
Deacon Boulevard
Thirtieth Street
Twenty-Eighth Street
Twenty-Seventh Street
Twenty-Fifth Street
Coliseum Drive
Reynolda Road
Robinhood Road
Buena Vista Road
Country Club Road
Thurmond Street
Patterson Avenue
Northwest Boulevard
Trade Street
Fifth Street
Glade Street
Cloverdale Avenue
Medical Center Boulevard
Academy Street
S Stratford Road
Knollwood Street
S Hawthorne Road
Bolton Street
Miller Street
Silas Creek Parkway
Link Road
Acadia Avenue
Broad Street
Old Salem Road
Salem Avenue
Rams Drive
Old Walkertown Road
Lansing Drive
Northampton Drive
Carver School Road
New Walkertown Road
Bowen Boulevard
Waterworks Road
Old Greensboro Road
Beeson Dairy Road
Old Believes Creek Road
Reidsville Road
Linville Road
Reynolds Park Road
S Martin Luther King Jr. Drive
Kernersville Road
High Point Road
Waughtown Street
Sprague Street
Cole Road
Ridgewood Road
Willard Road
Thomasville Road
Old Lexington Road
Cassell Street
W Clemmonsville Road
Brewer Road
Peters Creek Parkway
Buchanan Street
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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.

This Annual Plan was prepared with public input, relative to needs, obtained through two public hearings on January 30, 2014 and March 20, 2014 and an ongoing series of consultations with supportive service providers, advocacy groups and coordinating bodies. This submission, adopted by City Council on April 21, 2014, was presented at the public hearing of March 20, 2014.

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.

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PART A: 2014-2015 STRATEGY IMPLEMENTATION

This 2014-2015 Action Plan represents the second year of the five-year planning period of the 2014-2018 Consolidated Plan. The budgets contained herein reflect Federal Fiscal Year (FFY) 2014 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
FY15 HUD Entitlement Programs

	Amount	Amount Change	% Change
Entitlement Funds			
CDBG	$1,959,199	$3,051	0.2%
HOME	$979,659	$57,202	6.2%
ESG	$158,915	$20,757	15.0%
Total Entitlement	$3,097,773	$81,010	2.7%
Program Income			
CDBG	$550,000	$25,0000	4.8%
HOME	$135,000	$10,0000	8.0%

Modest increases in grant funds and program income has resulted in a small overall increase in entitlements funds and has 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; 2) continued funding for single-family production and homebuyer assistance due to steady improvement in the housing market; and) increased funding homeless programs.

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 its second year of operation during FY15. The Lead-Based Paint Hazard Control and Healthy Homes Grant (Lead Grant) will be in full operation during FY15. Emergency Solutions Grant (ESG) funds from the State of North Carolina will be available for shelter operations and rapid re-housing during FY15.

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 FY15 by goal. Exhibit 2, which follows this section, outlines the strategies and implementing programs to be under-taken during FY15, including the source of funds and projected accomplishments.

Goal 1: <u>Housing Conservation and Neighborhood Revitalization</u>: 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.

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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 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. 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 steady improvement in the housing market will increase single-family housing production in 2014-15, 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 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, 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.

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. FY15 resources include one-year renewal funds from the Continuum of Care Federal FFY13 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.

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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 FY15 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 FY15 will be directed toward marketing of the park. Renovation of the lower level of S.G. Atkins CDC's Enterprise Center will take place during FY15 to increase space in the business incubator.

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.

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 FY15, 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 FY15.

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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	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	0	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	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

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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, CoC	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	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	2,250	Persons

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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	54	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).

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PART C: PROJECTED REVENUES AND EXPENDITURES

PROJECTED REVENUES/FUND RESOURCES

FY15 Budget Appropriations

		Community Development Block Grant (CDBG)
	1,959,199	Entitlement Grant B-14-MC
	550,000	Program Income: Loan Repayments/Interest
2,509,199		Sub-Total CDBG Funds
		HOME Investment Partnership Program (HOME)
	979,659	Entitlement Grant M-14-DC
	135,000	Program Income
1,114,659		Sub-Total HOME Funds
		OTHER
	677,641	General Fund HFF Program Income/Fund Balance
	158,915	Emergency Solutions Grant Program H-14-MC
	1,704,670	Continuum of Care/State ESG
2,541,226		Sub-Total Other Program Funds
6,165,084		Total FY15 Budget Appropriations

Prior Year Fund Budget Commitments

		CARRY-OVER FUNDS
	236,910	CDBG
	775,000	HOME
	580,000	Housing Finance Fund
	75,000	G.O. Bonds
	365,000	Youth Build
	833,300	Lead Grant
2,865,210		Sub-Total Prior Year Appropriations
9,030,294		Total FY15 Programmatic Resources

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PROJECTED EXPENDITURES/COMMITMENTS (SPEND PLAN)

3,100,188	RESIDENTIAL REHABILITATION	
	1,747,408	Rehabilitation
	100,000	Emergency Repair
	16,000	Architect. Barrier Removal/Handicap Asst.
	0	Investor/Multi-Family Rehab
	40,000	Rehab Hazard Reduction
	1,196,780	Program Operations
1,686,380	HOUSING PRODUCTION/HOMEOWNERSHIP	
	150,000	Buy-Rehab/Acquisition-Rehab Loans
	219,380	Home Buyer Assistance
	1,080,000	Single-Family Production
	90,000	Multi-Family Production
	0	Infrastructure Improvements
	147,000	HOME CHDO Activities
2,280,125	HOMELESS/TRANSITIONAL HOUSING	
	190,000	Tenant Based Rental Assistance
	1,931,210	Transitional Housing/Supportive Services
	158,915	Homeless Shelter Improvements/Prevention
662,530	ECONOMIC SELF SUFFICIENCY	
	189,500	Business/Commercial Loans
	75,500	Business/Contractor Education
	397,530	Construction Training/YouthBuild
151,391	Property Maintenance/Disposition	
0	Redevelopment Acquisition/Clearance	
342,340	Public Service/Subrecipient Activity	
124,400	Planning, Training, Program Admin/Non-Profit Capacity Dev	
242,210	Cost Allocation/GF Admin Reimbursement	
452,000	Section 108 Loan Repayments	
9,030,294	TOTAL PROJECTED USE OF FUNDS	

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EXHIBIT 3
HOUSING AND COMMUNITY DEVELOPMENT REVENUE AND EXPENDITURE ALLOCATIONS: FY 2014-2015 (CDY 40)

DESCRIPTION	FY15 Spend Plan	FY15 Budget Appropriation	FFY 14 CDBG	CDBG Prog Inc	FFY14 HOME	HOME Prog Inc	SHP/ESG	HFF Prog Inc	Prior-Year
RESIDENTIAL REHAB									
NRSA: Owner	815,028	715,028	343,419	79,560	212,049	80,000			100,000
Citywide Rehab: Owner	853,000	145,000			145,000				708,000
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	1,179,140	756,560	481,040	127,520	100,000			48,000	422,580
Forsyth County Rehab/Operations	97,020	97,020			97,020				
HOUSING STIMULATION/HOME OWNERSHIP									
Home Buyer Assistance	219,380	79,380			79,380				140,000
Buy-Rehab/Acquisition-Rehab	150,000	0							150,000
Single-Family Production	1,080,000	300,000							780,000
Multi-Family Production	90,000	0							90,000
Infrastructure Improvements	0	0							
HOME CHDO Activities	147,000	147,000			147,000				
ECONOMIC SELF-SUFFICIENCY									
Business Loans	189,500	189,500	101,500	88,000					
Contractor Business Education	75,500	75,500	75,000	500					
Construction Training Program	397,530	0							397,530
OTHER ACTIVITIES									
Property Maintenance/Disposition	151,391	151,391	61,200					90,191	
Redevelopment Acquisition/Clearance	0	0							
Public Service Activities	342,340	342,340	51,220	61,670				229,450	
Homeless: ESG/Transitional/TBRA	2,280,125	2,232,125	166,090	12,450	135,000	55,000	1,863,585		48,000
Non-Profit Capacity Dev/Training	60,300	60,300		60,300					
Planning/Training/Administration	64,100	35,000	15,000		10,000			10,000	29,100
Cost Allocation/GF Admin Reimbursement	230,940	230,940	199,730		31,210				
Section 108 Loan Repayment	452,000	452,000	332,000	120,000					
TOTAL ALLOCATION	9,030,294	6,165,084	1,959,199	550,000	979,659	135,000	1,863,585	677,641	2,865,210

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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	2,050,279
Project Expenditures Principally Benefiting Low- and Moderate-Income Persons	1,989,079
Projected Percent Benefit to Low- and Moderate-Income Persons	97.0%

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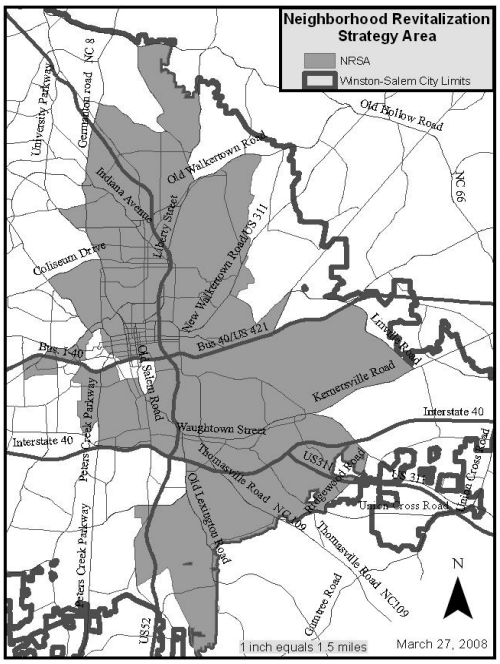
Neighborhood Revitalization Strategy Area

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 $135,000 in program income. The program activities and expenditures to be derived from FFY14 HOME funds, prior year carryover/reprogrammed funds, and program income, are as follows:

830,049	-	Rehab: Owner, Rental and Hazard Reduction
415,000	-	First-Time Homebuyer Assistance/Construction
90,000	-	Multi-Family Production
190,000	-	Tenant-Based Rental Assistance
147,000	-	CHDO Set-Aside: New Construction (15.0% FFY 14 Grant)
1,672,049	-	Sub-Total City Program Activities
79,380	-	Single-Family Owner Rehab
79,380	-	First-Time Homebuyer Assistance
158,760	-	Sub-Total County Program Activities
17,640	-	County Program Admin (10% County Allocation)
41,210	-	City Training, Admin, and Indirect Cost (5.1% City Allocation)
58,850	-	Sub-Total (6.0% of FFY 14 Grant)
1,889,659	-	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 new construction ownership units. HOME match funds for FY15 are projected to total $37,755 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

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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 FY15.

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 FY15. Program policies are included in Appendix C.

C. CHDO Set-Aside

The FFY 14 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 FY15, 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 to provide attractive financing for the purchase and rehabilitation of foreclosed homes in targeted census tracts throughout the City and County. All projects are completed and fully occupied. The County/City NSP-1 helped 45 households purchase single family homes including rehab repairs to 31 homes; funded the 68-unit multi-family Enclave project; and, in collaboration with Habitat for Humanity, funded the purchase of 42 lots for development of single-family units in the Smith Farms and Trent Hill subdivisions. Activity in FY15 will consist of officially closing out the grant with the Department of Commerce.

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

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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 was 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 2014-2015 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 assist households in attaining housing stability. 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 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 and rapid re-housing. 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.

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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 and sold 28 units, currently has four units under construction, at Gateway Commons and will construct two 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 Housing Authority will begin construction on a new 30-unit apartment community early summer 2014. Camden Station apartments will consist of 14 one-bedroom, 14 two-bedroom and 2 three-bedroom units. This will be the Authority's second "step-up housing" development.

- 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 in the Spring of 2014. 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, 105 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 3,900 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 55 HCV homeownership vouchers. The total annual budget authority for the Housing Choice Voucher Program is approximately $27 million.

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- 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 and Bath upgrades at Piedmont Park.
  - $2.5 million rehabilitation of Stoney Glen
  - Upgrades to Healy Towers lobby
  - Security cameras at Townview and Stoney Glen
  - Apartment door replacements at Sunrise Towers and Crystal Towers
  - New Construction of the Oaks at Tenth-50 Unit Complex
  - New Construction of Camden Station-30 Unit Complex
  - Fence Installation at Cleveland Ave Homes
  - Purchase of New Appliances at Stoney Glen and Camden Station
  - Site Improvements at Cleveland Ave Homes and Piedmont Park.

- 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.

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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 2012-2013, $4,061,742 in financial assistance was provided in 18,075 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.

The plan goals support linkages to mainstream supportive services. The Community Intake Center, opening 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.

<u>Lead-Based Paint</u>

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. 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.

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, 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.

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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.

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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

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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.

_____

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);

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2. Overall Benefit. The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) FFY12, FFY13 and FFY14 (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.

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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.

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Signature/Authorized Official Date

City Manager
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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;

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Signature/Authorized Official Date

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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

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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.

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Signature/Authorized Official Date

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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.

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MONITORING PLAN AND SCHEDULE, 2014-2015
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 2014-2015
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

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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.

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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 SHP; 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, Shelter Plus Care, and ESG)
- United Way –high risk (multiple rapid re-housing grants; funding for IDA match disbursed through closing attorneys; modest Ten Year Plan subgrant)

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ii. *Moderate Risk*

- AIDS Care Service – moderate risk (multiple activities funded as CDBG public services; multiple funding sources–CDBG and Shelter Plus Care)
- Bethesda Center – moderate risk (case management and outreach staff expenses & mileage; ESG, SHP and Shelter Plus Care programs)
- Goodwill Industries – moderate risk (staff funding only, but new subgrantee beginning late FY13)
- North Carolina Housing Foundation – moderate risk (small operational grant, but new subgrantee beginning in FY12)
- The Salvation Army—moderate risk (multiple funding sources—ESG, SHP, Shelter Plus Care)

iii. *Low Risk*

- Family Services – low risk (case management staff expenses; single funding source–SHP)
- 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)
- Liberty Community Development Corporation – low risk (limited activities; funding from single source–CDBG)
- Liberty East Redevelopment – low risk (small, single funding source; very low utilization of funds)
- Piedmont Triad Regional Council – low risk (limited activities & single funding source–CDBG)
- Samaritan Ministries – low risk (case management and miscellaneous supportive services; single funding source–SHP)
- Summer Youth Employment – low risk (limited period each year, with intensive desk monitoring)
- WSFC Schools (Project HOPE) – low risk (case management only; single funding source only (SHP)
- WS Foundation/Neighbors for Better Neighborhoods – low risk (very limited activities & small amount from single source–CDBG)

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VII. 2014-2015 Subrecipient Monitoring Schedule:

Type of Monitoring	*Agencies*	*Current Year or Last On-Site Visit*	*Next On-Site Visit*
Comprehensive Site Visits (Higher Risk Programs)	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
Focused Visit on Targeted Issues (Moderate Risk)	AIDS Care Service	June, 2014	June, 2015
	Bethesda Center	June, 2014	April, 2015
	Goodwill Industries	June, 2014	June, 2015
	NC Housing Foundation (VHVH)	June, 2014	June, 2015
	Salvation Army	May, 2014	June, 2015
Biennial Monitoring (Low Risk Programs)	Family Services	May, 2013	May, 2015
	Financial Pathways	June, 2014	June, 2015
	Forsyth County Housing	May, 2014	June, 2015
	Liberty CDC	May, 2013	May, 2015
	Liberty East Redevelopment	May, 2013	May, 2015
	Piedmont Triad Regional Council	May, 2013	May, 2015
	Samaritan Ministries	June, 2013	June, 2015
	Summer Youth Employment	June 2013	June 2014
	WSFC Schools–Project HOPE	April, 2013	April, 2015
	WSF-Neighbors for Better Neighborhoods	June, 2013	June, 2015

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VIII. 2014-2015 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	74/74	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

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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.

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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	$21,700	$8,500	$28,210	$7,500	$34,750	$6,500
2	24,800	9,100	32,240	8,000	39,700	7,000
3	27,900	9,700	36,270	8,600	44,650	7,500
4	31,000	10,500	40,300	9,200	49,600	8,000
5	33,500	11,200	43,520	9,800	53,600	8,500
6+	36,000	12,000	46,750	10,500	57,550	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,

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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.

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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).

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- 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:

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.

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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.

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

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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	$34,750
2	39,700
3	44,650
4	49,600
5	53,600
6+	57,550

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.

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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

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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.

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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.

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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.

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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

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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.

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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 Winston-Salem Community Development Support Collaborative (Funder's Collaborative), 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. 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 lead decision-making group of the CoC is the Winston-Salem/Forsyth County Council on Services for the Homeless (COSH), of which the City is a member and a member of the Executive Board. The COSH includes all provider agencies, consumers and other stakeholders and interested parties, with a total of 45 agency members as well as other individual members. The COSH also includes a Homeless Caucus comprised of homeless and formerly homeless persons. The COSH Executive Board includes representation of shelters for all homeless populations, consumers, volunteers, the Ten Year Plan to End Chronic Homeless, the Housing Authority, and local government.

The city/county Ten Year Plan Commission on Homelessness also works closely with the CoC, sharing several members with the COSH. The COSH meets semi-monthly, and its Executive Board meetings monthly. Through its committees COSH conducts ongoing assessment of the needs of all persons who are homeless or at risk of homelessness. The COSH and Ten Year Plan Commission continue to collaborate to develop a more formal governance structure for the Continuum of Care.

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. For both Continuum of Care and ESG funding, a Rating Panel appointed by the homeless council develops funding recommendation, which are reviewed by the homeless council and Ten Year Plan Commission. The Executive Board of the homeless council is the primary entity developing other policies, including those related to HMIS and performance standards.

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. The table below lists a broad spectrum of consultations from which input was derived for Plan development.

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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	Planning Organization	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 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.

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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 Shelter Plus Care 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

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Name	Type	Con Plan Section	Nature of Consultation
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
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.
Ten-Year Plan Commission on 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
Winston-Salem Community Development Support Collaborative	Foundation	Market Analysis Housing Need Assessment	Address operations and support of community development corporations and entities
WSFC Council on Services for the Homeless and committees	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	Planning committee for point-in-time count of youth providing information on needs and recommendations; Department of Social Services is a key partner in this initiative.

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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.

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A Summary of Citizen Comments and Responses
2014-2015 Annual Planning Process
(Questions and Comments in ***bold italics***)

It would be helpful if the City could provide information to non-profit organizations on the rehabilitation program application process and length of the waiting list. We don't want to refer homeowners who don't qualify for our program to the City if the City won't be able to help them in a timely manner.

Due to staff turnover, the City's rehabilitation program is currently short of staff, and as a result staff is behind its goals for processing homeowner rehabilitation applications for presentation to the loan committee and for completion of the rehab work. The situation should correct itself once staff is hired and trained. Staff can provide information on the application process and status.

What do Youth Build participants do once they graduate from the program? Are they qualified for skilled construction work?

The Youth Build program provides opportunities to youth and young adults aged 16-24 to complete their high school diploma or GED, gain practical job skills training in the construction field, enhance their decision-making skills and focus on personal accountability, develop and execute action plans to meet their desired life goals, and receive continued academic, occupational and/or developmental support after they graduate from the program. Since the program lasts approximately six months and focuses on education, life skills, and job skills, participants will have basic construction skills. The City provides an opportunity for qualified Youth Build graduates to obtain additional construction training that would be considered skilled construction work.

To whom should potential homeowner rehabilitation clients who live in Winston-Salem be referred?

Interested homeowners who live within the city limits of Winston-Salem should contact Sharon Johnson at (336) 734-1289 or **sharonj@cityofws.org**.

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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.

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Rapid re-housing assistance will be available to those who are literally homeless (in shelter or on the streets) or who are vicitms of violence. Housing assistance shall be prioritized as follows:

1. Chronically Homeless and Highly Vulnerable – Must meet definition of "chronically homeless" and/or highly vulnerable as determined using defined vulnerability index, within this category, priority will be determined by vulnerability score.

2. Unaccompanied Youth under the age of 25 or families with school age children and youth (not chronically homeless or highly vulnerable) currently in their custody.

3. Individuals/Heads of Households with Disabilities (not chronically homeless or highly vulnerable) – Must have a disability which interferes with client's housing stability.

4. Individuals/Heads of Households (without disability , not chronically homeless and not highly vulnerable)

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.

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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.

Clients shall pay an increasing share of their housing costs until they are responsible for the full amount of housing costs. The participant's assumption of housing cost responsibility shall be assessed monthly in consultation between the participant and the case manager, and the participant shall pay the maximum amount of housing costs allowed by their income. At all times, the participant will be expected to pay the maximum amount possible towards their rent and utility obligations that allows them to achieve their housing stability goals as determined in their case plan. Other provisions above notwithstanding, no participant may receive rental and/or utility assistance in more than 24 months in any three-year period.

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.

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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 lead decision-making group of the CoC is the Winston-Salem/Forsyth County Council on Services for the Homeless (COSH), of which the City is a member and a member of the Executive Board. The COSH includes all provider agencies, consumers and other stakeholders and interested parties, with a total of 45 agency members as well as other individual members. The COSH also includes a Homeless Caucus comprised of homeless and formerly homeless persons. The COSH Executive Board includes representation of shelters for all homeless populations, consumers, volunteers, the Ten Year Plan to End Chronic Homeless, the Housing Authority, and local government. The city/county Ten Year Plan Commission on Homelessness also works closely with the CoC, sharing several members with the COSH. The COSH meets semi-monthly, and its Executive Board meetings monthly. All ESG funding recommendations are developed by a CoC Rating Panel appointed by the COSH. Pursuant to the Continuum of Care Interim Rule, the CoC will develop a formal governance structure by August 30, 2014, which will include a board, charter and written policies. The City conducts an ongoing consultative process regarding ESG and CoC policies and procedures through the COSH and its committees.

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