

## Introduction

The City of Salisbury Housing & Neighborhood Revitalization Program aims to increase the supply of quality housing affordable for low-wealth families and to improve the livability and sustainability of distressed urban neighborhoods. To help accomplish this, the City receives Community Development Block Grant CDBG and HOME Investment Partnership dollars from the Department of Housing and Urban Development (HUD). Working in collaboration with its housing non-profit partner, Salisbury Community Development Corporation, Inc. (CDC), the City is able to leverage other resources, such as low-interest loans from local banks for eligible applicants and grants from local and state agencies, and then strategically invest these resources to help achieve the goals of the program.

The Consolidated Annual Performance and Evaluation Report (CAPER) is prepared annually for HUD on the success of the program and how the CDBG and HOME Investment Partnership dollars were spent in Salisbury. This CAPER report is for the Federal Fiscal Year 2015-2016. This is a draft of the CAPER and will be available for review until September 20, 2016. City Council will host a public hearing at their regular meeting on September 20, 2016 at 5:00 PM at City Hall, 217 S Main Street. Persons interested in speaking may do so at the public hearing. Written comments and questions can also be submitted directly to city staff and should be addressed to Catherine Garner, Planner, 217 S Main Street, Salisbury, NC 28144, sent via email to [cgarn@salisburync.gov](mailto:cgarn@salisburync.gov), or called via 704-638-5324.

Upon completion, the report will be submitted to HUD for review by the end of September.

## CR-05 - Goals and Outcomes

**Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)** This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year

The City of Salisbury completed four homeowner rehabilitations – one emergency, three substantial – contributed \$75,000 towards the re-construction of Civic Park apartments, a severely distressed public housing community in partnership with the Salisbury Housing Authority, and helped thousands of low-wealth persons through the public service agency subrecipients: Rowan Helping Ministries (homeless), Community Care Clinic (access to medical services), the Family Crisis Council (homeless), and the Salisbury Youth Employment program.

**Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Most of the work completed during this reporting period were in line with the goals established in the 2015 Consolidated Plan and steps were taken to align as closely as possible to projected numbers. The number of acquisition/rehab/resale projects differs from the projected due to a slower recovery in the housing market in the Salisbury community. It was determined that the CDBG money would have more of an impact if it were invested in existing owner-occupied housing stock with significant needs to address persons already in distressed situations.

| Goal                         | Category           | Source / Amount | Indicator   | Unit of Measure        | Expected – Strategic Plan | Actual – Strategic Plan | Percent Complete | Expected – Program Year | Actual – Program Year | Percent Complete |
|------------------------------|--------------------|-----------------|---|------------------------|---------------------------|-------------------------|------------------|-------------------------|-----------------------|------------------|
| Acquisition / Rehab / Resale | Affordable Housing | CDBG: \$        | Housing Code Enforcement/Foreclosed Property Care | Household Housing Unit | 3                         | 0                       | 0.00%            | 2                       | 0                     | 0.00%            |
| Down Payment Assistance      | Affordable Housing | HOME: \$        | Direct Financial Assistance to Homebuyers         | Households Assisted    | 3                         | 0                       | 0.00%            | 3                       | 0                     | 0.00%            |

|                                      |                                     |                            |  |                        |      |   |       |     |      |       |
|--------------------------------------|-------------------------------------|----------------------------|--|------------------------|------|---|-------|-----|------|-------|
| Emergency Rehabilitation             | Affordable Housing                  | CDBG: \$9,017.00           | Homeowner Housing Rehabilitated  | Household Housing Unit | 10   | 1 | 0.00% | 5   | 1    | 0.00% |
| Owner Occupied Rehabilitation        | Affordable Housing                  | CDBG: \$176,766 / HOME: \$ | Homeowner Housing Rehabilitated  | Household Housing Unit | 20   | 3 | 0.00% | 20  | 3    | 0.00% |
| Public Improvements & Infrastructure | Non-Housing Community Development   | CDBG: \$                   | Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit | Households Assisted    | 20   | 0 | 0.00% | 20  | 0    | 0.00% |
| Public Services                      | Homeless Non-Homeless Special Needs | CDBG: \$24,750.00          | Public service activities for Low/Moderate Income Housing Benefit                    | Households Assisted    | 0    | 0 |       | 100 | 2719 | 0.00% |
| Public Services                      | Homeless Non-Homeless Special Needs | CDBG: \$17,250.00          | Homeless Person Overnight Shelter  | Persons Assisted       | 1000 | 0 | 0.00% |     | 141  |       |
| Public Services                      | Homeless Non-Homeless Special Needs | CDBG: \$                   | Other:   | Other                  | 520  | 0 | 0.00% |     |      |       |

**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

**Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan,**

**giving special attention to the highest priority activities identified.**

As identified in the 2015-2019 Consolidated Plan, the City's highest priorities were to rehabilitate existing housing, produce new units, and participate in non-housing community development. All three of these high priority action items were addressed during the 2015-2016 reporting period. The City completed four homeowner rehabilitations – three substantial and one emergency – in the reporting period. In addition, through City contributions to the Civic Park project, an existing, severely distressed public housing community was reconstructed and will provide 80 new units for residents. These new units will be energy efficient, safe, and quality housing for new and returning residents. A future phase will add even more units to the complex, providing more opportunities to house families in need of assistance. In addition, the city contributed \$42,000 to non-housing community development partners working with homeless individuals and families, providing medical and dental assistance to low-wealth individuals and families, and providing opportunities for summer employment and shadowing opportunities within city government to low-wealth youth in the community.

## CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

|   | CDBG          | HOME     |
|---|---------------|----------|
| White                                     | 8,034         | 0        |
| Black or African American                 | 4,570         | 0        |
| Asian                                     | 1             | 0        |
| American Indian or American Native        | 0             | 0        |
| Native Hawaiian or Other Pacific Islander | 0             | 0        |
| <b>Total</b>                              | <b>12,601</b> | <b>0</b> |
| Hispanic                                  | 1,160         | 0        |
| Not Hispanic                              | 11,441        | 0        |

**Table 2 – Table of assistance to racial and ethnic populations by source of funds**

### Narrative

Through the use of the CDBG funds to assist homeowners through emergency and substantial rehabilitations and through public service funds provided to organizations, the City was able to assist many families. The numbers above represent persons benefitting from the CDBG program and may not accurately represent familial units. The Community Care Clinic and Rowan Helping Ministries, two public services subrecipients, track individuals and do not count family units in their reporting. It is evident, however, that the CDBG program is reaching many people throughout the community to positively affect their housing situation.

## CR-15 - Resources and Investments 91.520(a)

### Identify the resources made available

| Source of Funds | Source | Resources Made Available | Amount Expended During Program Year |
|-----------------|--------|--------------------------|-------------------------------------|
| CDBG            |        | 827,532                  | \$284,345                           |
| HOME            |        | 271,056                  |                                     |

Table 3 - Resources Made Available

### Narrative

### Identify the geographic distribution and location of investments

| Target Area              | Planned Percentage of Allocation | Actual Percentage of Allocation | Narrative Description  |
|--------------------------|----------------------------------|---------------------------------|--|
| JERSEY CITY NEIGHBORHOOD |                                  |                                 |  |
| JERSEY CITY NEIGHBORHOOD | 25                               | 0                               | No rehabilitations or public service activity was completed in this area during this reporting period. |
| PARK AVENUE NEIGHBORHOOD |                                  |                                 |  |
| PARK AVENUE NEIGHBORHOOD | 25                               | 0                               | No rehabilitations or public service activity was completed in this area during this reporting period. |
| WEST END NEIGHBORHOOD    |                                  |                                 |  |
| WEST END NEIGHBORHOOD    | 25                               | 22                              | One substantial rehabilitation was completed in the West End Neighborhood.                             |

Table 4 – Identify the geographic distribution and location of investments

### Narrative

The City of Salisbury completed one emergency rehabilitation, three substantial rehabilitations, and contributed funds towards several public service subrecipients over the reporting period. The funds for homeowner rehabilitations are available on a first-come, first-served basis to eligible homeowners throughout the city. There was one homeowner substantial rehabilitation completed in the West End neighborhood during this reporting period – the others were in scattered locations throughout the city. The public service agencies receiving subrecipient funds may have assisted residents of these targeted areas in their work, but the other target areas did not have a homeowner rehabilitation project or a public facility or infrastructure project during this reporting period.

## Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

| Fiscal Year Summary – HOME Match   |  |
|--|--|
| 1. Excess match from prior Federal fiscal year                                 |  |
| 2. Match contributed during current Federal fiscal year                        |  |
| 3. Total match available for current Federal fiscal year (Line 1 plus Line 2)  |  |
| 4. Match liability for current Federal fiscal year                             |  |
| 5. Excess match carried over to next Federal fiscal year (Line 3 minus Line 4) |  |

**Table 5 – Fiscal Year Summary - HOME Match Report**

| Match Contribution for the Federal Fiscal Year |                      |                                    |                               |                              |                         |   |                |             |
|--|----------------------|------------------------------------|-------------------------------|------------------------------|-------------------------|---|----------------|-------------|
| Project No. or Other ID                        | Date of Contribution | Cash (non-Federal sources)         | Foregone Taxes, Fees, Charges | Appraised Land/Real Property | Required Infrastructure | Site Preparation, Construction Materials, Donated labor | Bond Financing | Total Match |
|  |                      | \$100,000; General Fund obligation |                               |                              |                         |   |                | \$100,000   |

Table 6 – Match Contribution for the Federal Fiscal Year

## HOME MBE/WBE report

| Program Income – Enter the program amounts for the reporting period |   |   |                                |  |
|---|---|---|--------------------------------|--|
| Balance on hand at begin-ning of reporting period<br>\$             | Amount received during reporting period<br>\$ | Total amount expended during reporting period<br>\$ | Amount expended for TBRA<br>\$ | Balance on hand at end of reporting period<br>\$ |
|   |   |   |                                |  |

Table 7 – Program Income



| <b>Minority Business Enterprises and Women Business Enterprises –</b> Indicate the number and dollar value of contracts for HOME projects completed during the reporting period |       |                                   |                           |                    |          |                    |
|---|-------|-----------------------------------|---------------------------|--------------------|----------|--------------------|
|   | Total | Minority Business Enterprises     |                           |                    |          | White Non-Hispanic |
|   |       | Alaskan Native or American Indian | Asian or Pacific Islander | Black Non-Hispanic | Hispanic |                    |
| <b>Contracts</b>  |       |                                   |                           |                    |          |                    |
| Number  |       |                                   |                           |                    |          |                    |
| Dollar Amount   |       |                                   |                           |                    |          |                    |
| <b>Sub-Contracts</b>  |       |                                   |                           |                    |          |                    |
| Number  |       |                                   |                           |                    |          |                    |
| Dollar Amount   |       |                                   |                           |                    |          |                    |
|   | Total | Women Business Enterprises        | Male                      |                    |          |                    |
| <b>Contracts</b>  |       |                                   |                           |                    |          |                    |
| Number  |       |                                   |                           |                    |          |                    |
| Dollar Amount   |       |                                   |                           |                    |          |                    |
| <b>Sub-Contracts</b>  |       |                                   |                           |                    |          |                    |
| Number  |       |                                   |                           |                    |          |                    |
| Dollar Amount   |       |                                   |                           |                    |          |                    |

**Table 8 – Minority Business and Women Business Enterprises**

| <b>Minority Owners of Rental Property –</b> Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted |       |                                   |                           |                    |          |                    |
|--|-------|-----------------------------------|---------------------------|--------------------|----------|--------------------|
|  | Total | Minority Property Owners          |                           |                    |          | White Non-Hispanic |
|  |       | Alaskan Native or American Indian | Asian or Pacific Islander | Black Non-Hispanic | Hispanic |                    |
| Number   |       |                                   |                           |                    |          |                    |
| Dollar Amount  |       |                                   |                           |                    |          |                    |

**Table 9 – Minority Owners of Rental Property**

| <b>Relocation and Real Property Acquisition</b> – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition |          |                                   |                           |                    |          |                    |
|--|----------|-----------------------------------|---------------------------|--------------------|----------|--------------------|
| Parcels Acquired   | <b>0</b> |                                   |                           |                    |          |                    |
| Businesses Displaced   |          |                                   |                           |                    |          |                    |
| Nonprofit Organizations Displaced  |          |                                   |                           |                    |          |                    |
| Households Temporarily Relocated, not Displaced  |          |                                   |                           |                    |          |                    |
| Households Displaced   | Total    | Minority Property Enterprises     |                           |                    |          | White Non-Hispanic |
|  |          | Alaskan Native or American Indian | Asian or Pacific Islander | Black Non-Hispanic | Hispanic |                    |
| Number   | <b>0</b> |                                   |                           |                    |          |                    |
| Cost   | <b>0</b> |                                   |                           |                    |          |                    |

**Table 10 – Relocation and Real Property Acquisition**

## CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

|  | One-Year Goal | Actual |
|--|---------------|--------|
| Number of homeless households to be provided affordable housing units      | 0             | 0      |
| Number of non-homeless households to be provided affordable housing units  | 5             | 80     |
| Number of special-needs households to be provided affordable housing units | 0             | 0      |
| <b>Total</b>   |               |        |

Table 11 – Number of Households

|  | One-Year Goal | Actual |
|--|---------------|--------|
| Number of households supported through rental assistance                 | 0             | 0      |
| Number of households supported through the production of new units       | 0             | 80     |
| Number of households supported through the rehab of existing units       | 5             | 4      |
| Number of households supported through the acquisition of existing units | 0             | 0      |
| <b>Total</b>   |               |        |

Table 12 – Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

The City of Salisbury has supported the effort to provide decent housing and a suitable living environment for low and moderate-income persons by investing in the replacement of Civic Park, a distressed public housing apartment community located in the city's West End revitalization area. The first phase of the project replaced eighty (80) units of barracks-style apartments built in the 1950s which became structurally and functionally obsolete. The property is owned by Salisbury Housing Authority, a partner in the redevelopment. The West End was the focus of a 2010 Choice Neighborhood Planning Grant from HUD which culminated in a transformation plan for housing, education, neighborhood livability and access to services for health, wellness, recreation, youth services, job training, and other services. The Civic Park project furthers a key aspect of the transformation plan to promote mixed income housing. When the two phases are complete, the project will replace existing public housing units which serve extremely low income families and introduces additional units for families whose incomes are in the low-

moderate range. Upon completion, the development will offer 170 new affordable units featuring three different building types: 3-story garden style apartment buildings fronting on Brenner Ave., with townhouses and quadraplex units on the interior portion of the site to be more in keeping with the single family character of adjacent residential areas and the West End neighborhood. All units will be constructed with energy efficiency in mind and will carry Energy Star certification. The development will also feature a community building, playground, walking trails, sidewalks, picnic shelters, recreation open space, and a site reserved for a future pre-school. The site is served by public transportation and is situated on the Salisbury Greenway.

Phase II will add an additional 90 units to complete the project. For Phase II, the City of Salisbury contributed an additional \$75,000 HOME Program funds, \$18,000 Community Development Block Grant dollars and \$100,000 General Fund allocation.

In addition, the City supported affordable housing through four homeowner rehabilitation projects in this reporting period.

**Discuss how these outcomes will impact future annual action plans.**

When Phase II of Civic Park is completed, there will be another large number of units created during that reporting period. The City expects to continue to provide access to affordable, safe housing through the rehabilitation of owner-occupied homes.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

| Number of Persons Served | CDBG Actual | HOME Actual |
|--------------------------|-------------|-------------|
| Extremely Low-income     | 0           | 0           |
| Low-income               | 5           | 0           |
| Moderate-income          | 1           | 0           |
| <b>Total</b>             | <b>6</b>    | <b>0</b>    |

**Table 13 – Number of Persons Served**

**Narrative Information**

Homeowner rehabilitation projects are available on a first-come, first served basis to those persons meeting the eligibility requirements. Most of the persons served through this process are low-income, with one moderate-income person served. The public service subrecipients serve mainly the extremely low-income category.

## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The City's CDBG subrecipients, Rowan Helping Ministries and Family Crisis Council, assist those persons and families who are experiencing homelessness and seek to provide assistance to meet immediate and long-term needs.

The City also participates in the Piedmont Continuum of Care to help address these needs as well.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

Rowan Helping Ministries and Family Crisis Council provide emergency shelter access and transitional housing needs in conjunction with other members of the Piedmont Continuum of Care.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

Each year as funds are available, the City of Salisbury contributes up to 15% of its annual HUD allocation (CDBG funds) to local human service agencies that serve low and moderate income individuals and families. This funding helps provide emergency shelter, food, health care and other basic needs of low wealth households in the community, including homeless populations.

**Rowan Helping Ministries:** This agency operates an overnight emergency shelter for homeless and chronically homeless populations in the Salisbury area. Also provided are meals, clothing, case management, substance abuse counseling, employment assistance, transitional housing, daily living skills training and other supports.

- Grant amount: \$17,250
- Funding helps pay part-time salaries for overnight shelter staff.
- During last fiscal year there were 141 homeless individuals (presumed extremely low income) to whom overnight shelter was provided.

- Rowan Helping Ministries and the City of Salisbury also participate in the Piedmont Continuum of Care and the national homelessness count that takes place in the late winter.

**Family Crisis Council:** This agency provides shelter for victims of domestic abuse from the Salisbury area where they also receive food, advocacy, group and individual counseling, and referrals for employment, health and legal issues.

- CDBG grant helped fund the Overnight Advocate on Duty whose role is to assist shelter residents, as well as be available to assist victims being brought to the shelter by law enforcement during the overnight hours.
- Grant amount: \$10,900

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

Rowan Helping Ministries and the Family Crisis Council assist persons and families experiencing chronic homelessness with finding long-term housing solutions and work with other agencies in the Piedmont Continuum of Care to find needed services and opportunities for those in need.

## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

- The City of Salisbury and the Salisbury Housing Authority, together with multiple partner organizations and the residents of the West End, completed the West End Transformation Plan which was funded by a FY2010 Choice Neighborhood Planning Grant.
- The first major initiative to be funded is the Civic Park Apartments Redevelopment Phase I which was selected by NC Housing Finance Agency for low income housing tax credits for the FY2013 cycle. The City committed \$75,000 FY2013-2014 HOME dollars to the project.
- This development includes 80 2- and 3-bedroom units for families at 60% or below the median income, including 36 units reserved for existing public housing residents.
- Phase I is approximately fully leased and Phase II is about 50% complete, anticipated to finish in mid-2017.

### **Actions taken to encourage public housing residents to become more involved in management and participate in homeownership**

The CDC continued to promote its Homebuyer Education Program and to encourage the participation of public housing residents in the housing programs. The City and the CDC also coordinated with neighborhood organizations to ensure that the needs of the residents are clearly understood.

### **Actions taken to provide assistance to troubled PHAs**

N/A

## **CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)**

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

The Salisbury Housing Advocacy Commission continues to meet to provide a forum for issues related to tenant-landlord responsibilities and fair housing. This commission works to improve coordination among housing agencies and neighborhoods, and has worked with the Human Relations Council to further fair housing practices and awareness. The HAC meets on the first Thursday of each month at City Hall. Their purpose is to assist and advise the Salisbury City Council in initiating, establishing, and enhancing programs, projects and policies related to housing and community development.

**Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

The Salisbury CDC custom tailors its homes during rehabilitation to suit the individual needs of the families who qualify. Accommodations as part of a new construction or rehabilitation project, such as wheelchair ramps, wider doorways, lower countertops and other modifications can be provided for household members as needed. This year, one of the four homeowner rehabilitation projects included modifications to improve accessibility.

**Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

As part of each rehabilitation, the CDC inspects for lead-based paint hazards and abates as necessary.

**Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

The City's housing programs help to alleviate poverty conditions by making safe, affordable housing available to low-moderate income homeowners. This year activities included both homeownership as well as new opportunities for affordable rental units.

**Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

The CDC continued its outreach to public housing agencies, public service providers, and citizens to help ensure maximum participation in housing programs. The housing improvements and neighborhood revitalization projects completed this year build upon previous actions in distressed neighborhoods to ultimately help improve the overall economic climate and help attract more private investment into these areas.



All housing activities that the City of Salisbury undertakes are monitored as necessary to ensure that program requirements are met. Activities to be followed as part of the overall monitoring plan include:

- Acquisition or disposition of property by the CDC;
- Rehabilitation of existing housing units;
- Relocation of residents, if it occurs;
- Performance of organizations, contractors, subcontractors, or others involved with project activities;
- Subrecipients of funds or property from the CDC;
- Other community development activities financed with CDBG or HOME funds.

Project activities must be in conformance with the Consolidated Plan. Before a project or activity is included in the annual Action Plan, it is compared to priorities and objectives in the Consolidated Plan to ensure consistency with the city's short- and long-term community development goals. Project activity is monitored from beginning to end through site visits and consultation with contractors and other involved parties to ensure that the work is completed in accordance with Consolidated Plan goals.

During the program year, Salisbury CDC staff monitored all housing development and rehabilitation activities, including property grading and filling or other clearing and preparation work, to ensure that the activities are carried out in accordance with the plan and that housing standards are met. This included frequent on-site inspections on all projects. CDC staff performed all necessary background research, including but not limited to credit and employment verifications, to ensure that client eligibility guidelines were met. CDC staff also ensured that all financing, mortgage and closing statements were in order and that the affordability guidelines were met.

Timeliness of expenditures is another component of compliance with program goals. During the program year, the Salisbury CDC maintained an on-going waiting list of qualified applicants for its housing projects. This helps to ensure that funding, once received, can be programmed and disbursed in a timely manner and that the agency does not incur a backlog of unspent funds.

The Salisbury CDC staff made frequent site visits to projects under construction or during rehabilitation work to monitor compliance with all housing codes and standards. The CDC developed new inspection log sheets to keep track of property site visits and inspections. City staff responsible for code enforcement worked closely with CDC staff during the program year concerning nuisance issues in the City's selected neighborhoods.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

Planning staff conducted desk reviews of each subrecipient of public service funding to ensure compliance with program requirements and to ensure that Consolidated Plan goals were met. The City of Concord, lead agency of the Cabarrus/Iredell/Rowan HOME Consortium, continued oversight over all HOME Program activities.

In addition, the City participates in the Piedmont Continuum of Care (CoC) to help facilitate cooperation between public and private housing and social service agencies. Participating agencies in the CoC include those representing families and veterans, as the Salisbury VA Medical Center is a regional draw for veterans seeking care, many of which are homeless.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

The City and its boards and commissions, along with support from the Salisbury CDC, promote fair housing practice throughout daily work. The Salisbury HAC hosts workshops and informal meetings regularly to promote good tenant-landlord relations and fair housing practices. \$700.00 was set aside as part of this year's CDBG funds to promote fair housing activities.

## **CR-40 - Monitoring 91.220 and 91.230**

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

The CDC continued its outreach to public housing agencies, public service providers, and citizens to help ensure maximum participation in housing programs. The housing improvements and neighborhood revitalization projects completed this year build upon previous actions in distressed neighborhoods to ultimately help improve the overall economic climate and help attract more private investment into these areas.

All housing activities that the City of Salisbury undertakes are monitored as necessary to ensure that program requirements are met. Activities to be followed as part of the overall monitoring plan include:

- Acquisition or disposition of property by the CDC;
- Rehabilitation of existing housing units;
- Relocation of residents, if it occurs;
- Performance of organizations, contractors, subcontractors, or others involved with project activities;
- Subrecipients of funds or property from the CDC;
- Other community development activities financed with CDBG or HOME funds.

Project activities must be in conformance with the Consolidated Plan. Before a project or activity is included in the annual Action Plan, it is compared to priorities and objectives in the Consolidated Plan to ensure consistency with the city's short- and long-term community development goals. Project activity is monitored from beginning to end through site visits and consultation with contractors and other involved parties to ensure that the work is completed in accordance with Consolidated Plan goals.

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The Salisbury CDC staff made frequent site visits to projects under construction or during rehabilitation work to monitor compliance with all housing codes and standards. The CDC developed new inspection log sheets to keep track of property site visits and inspections. City staff responsible for code enforcement worked closely with CDC staff during the program year concerning nuisance issues in the City's selected neighborhoods.

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#### **Citizen Participation Plan 91.105(d); 91.115(d)**

##### **Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

Public hearings and meetings were held in advance of the budget and priorities setting for this reporting period. The public meetings were held on Tuesday, January 13, 2015 and Thursday, January 15, 2016. The formal public hearing, held at City Council, was held on Tuesday, February 17, 2015. All meetings were published in the *Salisbury Post*, a newspaper with wide circulation within the area.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**

**CR-50 - HOME 91.520(d)**

**Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations**

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

**Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)**

**Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics**

**Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)**

## CR-60 - ESG 91.520(g) (ESG Recipients only)

### ESG Supplement to the CAPER in *e-snaps*

#### For Paperwork Reduction Act

#### 1. Recipient Information—All Recipients Complete

##### Basic Grant Information

|   |            |
|---|------------|
| Recipient Name  | SALISBURY  |
| Organizational DUNS Number  | 074517020  |
| EIN/TIN Number  | 566000237  |
| Identify the Field Office   | GREENSBORO |
| Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance |            |

##### ESG Contact Name

Prefix  
First Name  
Middle Name  
Last Name  
Suffix  
Title

##### ESG Contact Address

Street Address 1  
Street Address 2  
City  
State  
ZIP Code  
Phone Number  
Extension  
Fax Number  
Email Address

##### ESG Secondary Contact

Prefix  
First Name  
Last Name  
Suffix  
Title  
Phone Number  
Extension  
Email Address

#### 2. Reporting Period—All Recipients Complete

|                                |            |
|--------------------------------|------------|
| <b>Program Year Start Date</b> | 07/01/2015 |
| <b>Program Year End Date</b>   | 06/30/2016 |

**3a. Subrecipient Form – Complete one form for each subrecipient**

**Subrecipient or Contractor Name**  
**City**  
**State**  
**Zip Code**  
**DUNS Number**  
**Is subrecipient a victim services provider**  
**Subrecipient Organization Type**  
**ESG Subgrant or Contract Award Amount**



## CR-65 - Persons Assisted

### 4. Persons Served

#### 4a. Complete for Homelessness Prevention Activities

| Number of Persons in Households | Total |
|---------------------------------|-------|
| Adults                          |       |
| Children                        |       |
| Don't Know/Refused/Other        |       |
| Missing Information             |       |
| <b>Total</b>                    |       |

Table 14 – Household Information for Homeless Prevention Activities

#### 4b. Complete for Rapid Re-Housing Activities

| Number of Persons in Households | Total |
|---------------------------------|-------|
| Adults                          |       |
| Children                        |       |
| Don't Know/Refused/Other        |       |
| Missing Information             |       |
| <b>Total</b>                    |       |

Table 15 – Household Information for Rapid Re-Housing Activities

#### 4c. Complete for Shelter

| Number of Persons in Households | Total |
|---------------------------------|-------|
| Adults                          |       |
| Children                        |       |
| Don't Know/Refused/Other        |       |
| Missing Information             |       |
| <b>Total</b>                    | 9882  |

Table 16 – Shelter Information

#### 4d. Street Outreach

| Number of Persons in Households | Total |
|---------------------------------|-------|
| Adults                          |       |
| Children                        |       |
| Don't Know/Refused/Other        |       |
| Missing Information             |       |
| <b>Total</b>                    |       |

Table 17 – Household Information for Street Outreach

#### 4e. Totals for all Persons Served with ESG

| Number of Persons in Households | Total |
|---------------------------------|-------|
| Adults                          |       |
| Children                        |       |
| Don't Know/Refused/Other        |       |
| Missing Information             |       |
| <b>Total</b>                    |       |

Table 18 – Household Information for Persons Served with ESG

#### 5. Gender—Complete for All Activities

|                          | Total |
|--------------------------|-------|
| Male                     | 102   |
| Female                   | 39    |
| Transgender              |       |
| Don't Know/Refused/Other |       |
| Missing Information      |       |
| <b>Total</b>             | 141   |

Table 19 – Gender Information

## 6. Age—Complete for All Activities

|                          | Total |
|--------------------------|-------|
| Under 18                 |       |
| 18-24                    |       |
| 25 and over              |       |
| Don't Know/Refused/Other |       |
| Missing Information      |       |
| <b>Total</b>             |       |

Table 20 – Age Information

## 7. Special Populations Served—Complete for All Activities

| Number of Persons in Households   |       |                                   |                            |  |
|-----------------------------------|-------|-----------------------------------|----------------------------|--|
| Subpopulation                     | Total | Total Persons Served – Prevention | Total Persons Served – RRH | Total Persons Served in Emergency Shelters |
| Veterans                          |       |                                   |                            |  |
| Victims of Domestic Violence      |       |                                   |                            |  |
| Elderly                           | 5     |                                   |                            | 5  |
| HIV/AIDS                          |       |                                   |                            |  |
| Chronically Homeless              |       |                                   |                            |  |
| <b>Persons with Disabilities:</b> |       |                                   |                            |  |
| Severely Mentally Ill             |       |                                   |                            |  |
| Chronic Substance Abuse           |       |                                   |                            |  |
| Other Disability                  | 60    |                                   |                            | 59   |
| Total (unduplicated if possible)  | 65    |                                   |                            | 64   |

Table 21 – Special Population Served

## CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

### 10. Shelter Utilization

|   |  |
|---|--|
| Number of New Units – Rehabbed          |  |
| Number of New Units – Conversion        |  |
| Total Number of bed - nighths available |  |
| Total Number of bed - nights provided   |  |
| Capacity Utilization                    |  |

Table 22 – Shelter Capacity

### 11. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

## CR-75 – Expenditures

### 11. Expenditures

#### 11a. ESG Expenditures for Homelessness Prevention

|   | Dollar Amount of Expenditures in Program Year |      |      |
|---|---|------|------|
|   | 2013  | 2014 | 2015 |
| Expenditures for Rental Assistance  |   |      |      |
| Expenditures for Housing Relocation and Stabilization Services - Financial Assistance |   |      |      |
| Expenditures for Housing Relocation & Stabilization Services - Services               |   |      |      |
| Expenditures for Homeless Prevention under Emergency Shelter Grants Program           |   |      |      |
| <b>Subtotal Homelessness Prevention</b>   |   |      |      |

Table 23 – ESG Expenditures for Homelessness Prevention

#### 11b. ESG Expenditures for Rapid Re-Housing

|   | Dollar Amount of Expenditures in Program Year |      |      |
|---|---|------|------|
|   | 2013  | 2014 | 2015 |
| Expenditures for Rental Assistance  |   |      |      |
| Expenditures for Housing Relocation and Stabilization Services - Financial Assistance |   |      |      |
| Expenditures for Housing Relocation & Stabilization Services - Services               |   |      |      |
| Expenditures for Homeless Assistance under Emergency Shelter Grants Program           |   |      |      |
| <b>Subtotal Rapid Re-Housing</b>  |   |      |      |

Table 24 – ESG Expenditures for Rapid Re-Housing

#### 11c. ESG Expenditures for Emergency Shelter

|                    | Dollar Amount of Expenditures in Program Year |      |      |
|--------------------|---|------|------|
|                    | 2013  | 2014 | 2015 |
| Essential Services |   |      |      |
| Operations         |   |      |      |
| Renovation         |   |      |      |
| Major Rehab        |   |      |      |
| Conversion         |   |      |      |
| <b>Subtotal</b>    |   |      |      |

Table 25 – ESG Expenditures for Emergency Shelter

**11d. Other Grant Expenditures**

|                 | Dollar Amount of Expenditures in Program Year |      |      |
|-----------------|---|------|------|
|                 | 2013  | 2014 | 2015 |
| Street Outreach |   |      |      |
| HMIS            |   |      |      |
| Administration  |   |      |      |

**Table 26 - Other Grant Expenditures****11e. Total ESG Grant Funds**

| Total ESG Funds Expended | 2013 | 2014 | 2015 |
|--------------------------|------|------|------|
|                          |      |      |      |

**Table 27 - Total ESG Funds Expended****11f. Match Source**

|                           | 2013 | 2014 | 2015 |
|---------------------------|------|------|------|
| Other Non-ESG HUD Funds   |      |      |      |
| Other Federal Funds       |      |      |      |
| State Government          |      |      |      |
| Local Government          |      |      |      |
| Private Funds             |      |      |      |
| Other                     |      |      |      |
| Fees                      |      |      |      |
| Program Income            |      |      |      |
| <b>Total Match Amount</b> |      |      |      |

**Table 28 - Other Funds Expended on Eligible ESG Activities****11g. Total**

| Total Amount of Funds Expended on ESG Activities | 2013 | 2014 | 2015 |
|--|------|------|------|
|  |      |      |      |

**Table 29 - Total Amount of Funds Expended on ESG Activities**