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**City of Salisbury, North Carolina
Community Development Block Grant (CDBG) &
HOME Investment Partnerships**

Action Plan

FY 2018-2019

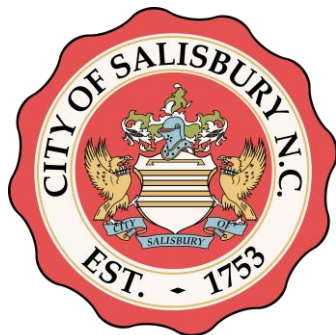
Planned investments in community & neighborhood development projects and related efforts toward achieving the objectives described in Salisbury's 2015-2019 Consolidated Plan.

City of Salisbury Community Planning Services

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The FY 2018-2019 Action Plan is presented to you in a format that is prescribed by HUD. Data and narrative are entered into a federal database system called the Integrated Disbursement and Information System (IDIS) and the Action Plan report is then downloaded into a Word format. The Action Plan template in IDIS has a series of prescribed questions that align with the CDBG, HOME, ESG, and Consolidated Plan program requirements. The report you are reviewing is the result of that data entry process and is the prescribed and recommended format by HUD. If you have any questions about this format, please don't hesitate to contact the City of Salisbury – Community Planning Services at (704)-638-5324. Thank you for your interest and time spent reviewing this report.



Copies of this document and related information may be accessed online at:

www.salisburync.gov/housing



Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Salisbury receives federal formula funds annually from the U.S. Department of Housing & Urban Development (HUD). As a condition of receiving these funds, the City is required to develop an annual Action Plan that outlines the community development goals on which it will focus these funds. This Action Plan covers the period between July 1, 2018 and June 30, 2019. During this period, the City will receive the following Federal formula funds:

- Community Development Block Grant (CDBG) \$304,883.00
- HOME Investment Partnerships Program (HOME) \$152,778.00

These funds will be used to meet goals and objectives established and approved by the Salisbury City Council and articulated in the City's 2015-2019 Consolidated Plan. The Consolidated Plan describes community needs and determines local priorities for using public resources to assist low- and moderate-income (LMI) residents of Salisbury over a five-year period.

The Consolidated Plan is augmented by Annual Action Plans, which identify how jurisdictions will spend limited public resources each year to meet the goals and priorities of the 2015-2019 Consolidated Plan. This CDBG & HOME Action Plan is a document which identifies government action that will be taken in FY 2018-2019 to develop and strengthen viable urban communities by ensuring the provision of decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons in Salisbury.

The City of Salisbury recognizes the importance of developing this plan using input from citizens who are most likely to be impacted by the goals and objectives set forth in the plan. The strategy to gather input and participate in consultation activities is outlined by the framework provided by the U.S. Department of Housing and Urban Development (HUD). Citizen participation is incorporated within each step of the process through public outreach and engagement activities by City planning staff and partnering agencies. This plan's goals and objectives were developed in consultation with citizens, nonprofit organizations, and other governmental bodies. The City of Salisbury and the Salisbury Community Development Corporation are responsible for plan coordination and reporting.

More information about the CDBG Program is available online at:

<https://www.hudexchange.info/programs/cdbg-entitlement/>

More information about the HOME Program is available online at:

<https://www.hudexchange.info/programs/home/>

2. Summarize the objectives and outcomes identified in the Plan

The 2018-2019 Action Plan identifies goals and outcomes promulgated in the Consolidated Plan. This year's plan includes the four goals outlined below, addressing community needs related to affordable housing and housing stabilization. A secondary focus will be on non-housing community development activities, including the provision of public services and public infrastructure improvements.

Goal 1: Affordable Housing – Rehabilitation of Existing Units: Due to the advanced age of the current housing stock, the City of Salisbury has placed a high priority on rehabilitating existing homes, allowing residents to have safe, affordable, and stable living environments.

- **Objective 1.1: Owner-Occupied Rehabilitation**
Create a suitable, decent living environment that is safe, affordable, and sustainable for low- and moderate-income residents of the City of Salisbury. Rehabilitation activities that may be undertaken include, but are not limited to, acquisition for rehabilitation and rehabilitation for residential purposes; energy improvements; water efficiency improvements; connection to water and sewer lines; testing for and abatement of lead-based paint; and accommodations for the elderly and persons with disabilities.

Goal 2: Public Facilities & Improvements: Provide improvements and updates to aging infrastructure.

- **Objective 2.1: Public Infrastructure Improvements**
Provide improvements and upgrades to ageing infrastructure, including but not limited to streets, sidewalks, water and sewer lines, and parks. CDBG funds may be used for the acquisition, construction, reconstruction, rehabilitation, or installation of public improvements or public facilities in designated revitalization neighborhoods (West End, Park Avenue, East End, and Jersey City).

Goal 3: Public Services: Partner with public service agencies that provide assistance to and meet specific needs of residents of the City of Salisbury.

- **Objective 3.1: Provision of Public Services**
Public services are needed to help address the needs of the homeless population and victims of domestic abuse as well as those at risk of becoming homeless. Services include shelter, meals, food programs, utility assistance, referrals and legal aid, counseling, childcare, education services, transportation, etc.

Goal 4: Fair Housing: Remove or ameliorate barriers to affordable housing choice.

- **Objective 4.1: Update Analysis of Impediments to Fair Housing Choice Report**
Continue the City's commitment to affirmatively furthering fair housing.

Goal 5: Planning & Administration: Implement a well-managed Community Development program with effective progress toward five-year goals as delineated in the 2015-2019 Consolidated Plan.

- **Objective 5.1: Effective Planning & Administration**
Administer the Community Development program to meet community needs and funding requirements by developing, guiding, and managing activities that generate long-term impact and self-sufficiency.

3. Evaluation of past performance

The City of Salisbury's investments in housing and public infrastructure have helped to stabilize neighborhoods by removing blighted structures, improving the condition of existing homes, increasing the supply of affordable homes, replacing aging sidewalks, and creating safe and more inviting parks and community centers. The City has partnered with the Salisbury Community Development Corporation (CDC) for more than ten years to carry out housing programs that have produced concrete positive results. Homebuyer education programs offered by the Salisbury CDC have helped families prepare for homeownership, improve their credit worthiness, obtain financing, and maintain their homes. By promoting homeownership and investing in housing and public infrastructure, the City has helped to strengthen neighborhoods and improve the overall quality of life. The City's involvement as a development partner in the affordable rental market has helped with a critical need for safe and affordable units for rent.

Consolidated Annual Performance and Evaluation Reports (CAPERs) for previous program years are available on the City's website at www.salisburync.gov/housing, for a more detailed summary of the City's evaluation of its past performance.

Since 2005, the City of Salisbury has received approximately \$5,000,000.00 through the CDBG & HOME programs. Notable accomplishments with these funds include, but are not limited to, the following:

- More than 45 home acquisition/rehab/resale or new construction projects completed.
- More than 30 home emergency rehabilitation projects completed.
- Down payment and closing cost assistance made available to 10 low-moderate income first-time homebuyers
- Demolition and blight removal to stabilize at-risk neighborhoods.
- More than 5 streetscape improvement/public infrastructure projects completed. These include improvements in the East End neighborhood at the Dixonville Cemetery; new sidewalk construction on Partee Street and Old Plank Road in the West End neighborhood; and the reconstruction of the Jersey City neighborhood entrance, improving the functionality and safety of the entrance through new sidewalks, crosswalks, landscaping, signage, and a bus shelter.
- Public service funding extended to 5 organizations serving low-moderate income populations. Services include emergency overnight shelter for the homeless, emergency

shelter for victims of domestic abuse, and dental services for low-moderate income, uninsured citizens.

- Summer employment program for at-risk high school students from low income families.
- Participated in the Brenner Crossing (formerly Civic Park) Phase I and II redevelopment in the West End neighborhood.
- Participated in the Westridge Village development, an affordable rental housing community. In previous program years, the City adopted a high priority goal to participate in the development of affordable rental housing for- and moderate-income families and the elderly.
- More than 200 individuals participated in homebuyer education training. The program consists of training in money management, pre-homeownership, home maintenance, and landscaping.
- The Homeownership Assistance Program assists individuals and families in becoming homebuyers by providing down payment assistance and closing cost assistance for the purchase of a single-family dwelling.

4. Summary of Citizen Participation Process and consultation process

The City of Salisbury – Community Planning Services (CPS), in coordination with the Salisbury Community Development Corporation (CDC), developed this 2018-2019 Action Plan and its 2015-2019 Consolidated Plan with consultation from a diverse group of individuals and organizations. A public information session on the use of federal formula funds from the CDBG & HOME programs was held on February 15, 2018. A public hearing for the use of these funds was held on February 20, 2018 at a meeting of the Salisbury City Council.

A draft of this plan and budget was published online on May 25, 2018, and made available at three locations throughout the City: the Salisbury City Office Building, the West End Business & Community Center, and the Rowan Public Library. A public notice requesting public comments on this draft and budget was published in the Salisbury Post on May 20, 2018. The Action Plan was made available for public inspection and comment during the period between Monday, May 28 and Thursday, June 28, 2018.

Citizens are encouraged to become involved in the community development process, particularly low- and moderate- income residents and those living in areas characterized by blighted conditions. Minority residents, persons with disabilities, elderly and frail residents, public service agencies, and civic groups are also encouraged to participate. It is imperative that the plan be developed with input from those most likely to be affected by the goals and objectives set forth in the plan. The City partners with local agencies and neighborhood organizations to ensure contact with residents is achieved.

The following basic principles are fundamental to the citizen participation process and the City of Salisbury endeavors to uphold them:

- All aspects of plan development are conducted in an open manner.
- Citizens are provided adequate opportunity to make proposals or comment on the plan in a manner that meets or exceeds statutory requirements.
- Citizens are provided information about the plan in a timely fashion and at various stages of plan development.
- The public is given full access to program information (except where personal information or confidentiality requirements dictate otherwise).
- Citizens are given adequate notice of meetings related to plan development or the proposed and actual use of program funds.

5. Summary of public comments

Citizen participation was encouraged at all stages of plan development through public information forums, neighborhood meetings, public hearings, and publicized notices. Citizen comments during plan development helped formulate the priorities and objectives, and served to reinforce the housing needs and market conditions reflected in other data sources.

The following activities were specifically suggested for consideration:

- Owner-occupied housing rehabilitation, specifically exterior repairs to improve the community's appearance and encourage and catalyze neighborhood stabilization.
- Installation of sidewalks in the West End neighborhood on West Monroe Street.
- Public service funding to address the needs of the homeless, victims of domestic violence, women transitioning from incarceration or who are struggling with substance abuse, and uninsured families in need of dental care.
- Greater marketing for the Salisbury Community Development Corporation's (CDC) first-time homebuyer's program so that more citizens are aware of its availability.
- Demolition of blighted structures.

6. Summary of comments or views not accepted and the reasons for not accepting them

Each of the activities recommended needs further exploration to determine feasibility and to be evaluated in conjunction with other needs. The recommended budget reflects the extreme need for housing assistance at the current time, as well as public services to provide critical assistance to the homeless and uninsured families in need of medical and dental care. However, all suggested projects will be evaluated and considered for funding as appropriate. It is likely that certain community suggestions, including those related to the demolition of blighted structures and the need for greater

investment in exterior community appearance enhancements, will be addressed outside of the CDBG & HOME programs.

7. Summary

The City of Salisbury's 2018-2019 Action Plan identifies government action that will be taken in FY 2018-2019 to develop and strengthen viable urban communities by ensuring the provision of decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.

This plan identifies goals and outcomes promulgated in the 2015-2019 Consolidated Plan. This year's plan prioritizes owner-occupied rehabilitation activities, public infrastructure improvements, continuing the provision of public services to address the needs of low- and moderate- income residents, and continuing the City's commitment to affirmatively furthering fair housing.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Action Plan

The following are the agencies/entities responsible for preparing this Action Plan and those responsible for administration of each grant program and funding source.

| Agency Role | Name | Department/Agency |
|--------------------|-----------|---|
| CDBG Administrator | SALISBURY | Salisbury Community Development Corporation (CDC) |
| HOME Administrator | SALISBURY | Salisbury Community Development Corporation (CDC) |

Table 1 – Responsible Agencies

The City, through the department of Community Planning Services, will coordinate all planning and reporting activities for the CDBG and HOME programs, including developing budgets and completion of annual Action Plans and Performance Reports. The City will provide a staff contact and participate in the Cabarrus/Iredell/Rowan HOME Consortium and the Piedmont Regional Continuum of Care. Planning staff will manage non-housing/infrastructure projects and will be responsible for monitoring the activities of public service agencies or other sub-recipients. The Finance Department will oversee the drawdown of Federal funds and disbursements.

The Salisbury Community Development Corporation (CDC) will implement the CDBG and HOME grant programs as they relate to housing. The CDC will manage all aspects of housing acquisition, rehabilitation, site development, new construction and other housing activities. Related functions such as inspections, work write-ups, bid process, construction contracts, homebuyer education/counseling and confirming eligibility of applicants will be carried out or managed by the CDC. The CDC will also act on the City's behalf to forge partnerships with lenders and other agencies to obtain reduced interest rates, grants and other leveraged assets. The CDC will work with residents of public housing and other referrals for housing assistance and will provide foreclosure prevention and credit counseling services to the community. The City and the CDC will work with neighborhood organizations in designated revitalization areas to ensure that activities are tailored to the needs and desires of residents and will provide assistance as needed to other non-profits and agencies serving low-to-moderate income populations, the homeless and special needs populations

The City works with numerous community-based organizations and partners, as well as other City of Salisbury departments to plan, develop, implement, and evaluate activities outlined in this Plan.

Action Plan Public Contact Information

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AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Salisbury Action Plan is developed with input from those most likely to be affected by the goals and objectives set forth in the plan. The strategy to gather input and participate in consultation activities is outlined by the framework provided by the U.S. Department of Housing and Urban Development. Citizen participation is incorporated within each step of the process through public outreach and engagement activities by City planning staff and partnering agencies.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

The City of Salisbury makes effective use of federal funds through many partnerships and collaboration, and by providing in-kind assistance and technical resources to other agencies in support of mutual goals. Federal funding allocation priorities are based on the City's intent to focus funds in order to achieve the greatest possible impact in areas with the greatest need. The City of Salisbury works closely with the Salisbury Housing Authority (SHA) to raise awareness and distribute media about the housing programs available through the Salisbury Community Development Corporation (CDC). The CDC is a non-profit, Community Housing Development Organization that helps to administer the City's CDBG and HOME grants. The organization offers homeownership and housing counseling to eligible first-time home buyers, as well as homeowners in need of mortgage refinancing or facing foreclosure. The City helps address the needs of public housing residents by coordinating with the Family Self-Sufficiency Program (Salisbury Housing Authority) to encourage participation in financial literacy classes and to provide an advisory role at the program board meetings. Homeless prevention activities include foreclosure prevention programs offered by the Salisbury CDC, as well as emergency and owner-occupied rehab to help owners stay in their existing homes. These activities particularly benefit elderly homeowners. City planning staff regularly attends meetings with local housing, Continuum of Care and other health and human services organizations to share information and coordinate strategies to address poverty, health and housing challenges in our community.

Staff provides updates on City planning and Community Development Block Grant and HOME funding activities, as well as updates on planning, development and housing activities.

The City will continue efforts to improve service coordination. Some activities will include:

- Continue to participate in the Piedmont Regional Continuum of Care which strives to meet the housing needs of the homeless through regional partnerships;
- Regularly communicate with homeless service providers to stay attuned to periodic fluctuations in the homeless population and better understand the priority needs;

- Continue to engage public housing residents through community policing efforts and providing information about public transportation, recreation and other city services;
- Continue to participate in the Self-Sufficiency Programs (Salisbury Public Housing Authority) and encourage residents to attend classes at the Salisbury CDC on budgeting, home financial management, insurance needs and related topics;
- Continue to be responsive to requests from community service providers for GIS services, technical assistance or other assistance that the city is able to provide;
- Continue to support the efforts of the Human Relations Council and the Hispanic Coalition to engage diverse populations and encourage their participation in civic affairs.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City does not directly administer any program providing support or care to homeless individuals and families however, the City provides annual public service funding for two emergency shelters for the homeless that are administered by Rowan Helping Ministries and the Family Crisis Council.

The City is an active participant in ongoing efforts to address the needs of homeless persons by maintaining active partnerships with local organizations that support the homeless. The City will continue to allocate public service funding to these organizations, as well as attend meetings relative to the City's role in addressing poverty in our community. City staff participate in regular meetings of the Continuum of Care and receive all email correspondence on CoC activities and updates.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS.

Rowan County is part of a regional committee under the NC Balance of State Continuum of Care (CoC) that consists of 79 rural counties and broken into 30 regional committees. The Piedmont Regional Committee includes the following counties: Cabarrus, Davidson, Rowan, Stanly and Union counties. Locally, Rowan Helping Ministries (RHM) provides services to the homeless, including overnight shelter services. RHM provides bi-annual point-in-time homeless population counts, tracking information and other coordination activities to the Piedmont Regional Committee lead organization, Community Link in Charlotte, North Carolina. There is an Action Plan for the entire NC Balance of State CoC but not specific to the Piedmont Region.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities.

Table 2 – Agencies, groups, organizations who participated

| | | |
|---|--|---|
| 1 | Agency/Group/Organization | Housing Authority of the City of Salisbury |
| | Agency/Group/Organization Type | Housing PHA Services - Housing Service-Fair Housing |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Anti-poverty Strategy |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Organization is in regular, face-to-face, email and telephone contact with the City of Salisbury. The City will continue efforts to improve service coordination through: Continuing to engage public housing residents through community policing efforts and providing information about public transportation, recreation and other city services; Continuing to participate in the Self-Sufficiency Programs (Salisbury Public Housing Authority) and encourage residents to attend classes at the Salisbury CDC on budgeting, home financial management, insurance needs and related topics; |
| 2 | Agency/Group/Organization | ROWAN HELPING MINISTRIES OF SALISBURY- ROWAN |
| | Agency/Group/Organization Type | Services-homeless |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Anti-poverty Strategy |

| | | |
|---|--|--|
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Organization is in regular, face-to-face, email and telephone contact with the City of Salisbury. The City will continue efforts to improve service coordination through: Regularly communicate with homeless service providers to stay attuned to periodic fluctuations in the homeless population and better understand the priority needs: Staff will continue to participate in Neighbor to Neighbor meetings to coordinate efforts and strategies to address poverty. |
| 3 | Agency/Group/Organization | ROWAN COUNTY |
| | Agency/Group/Organization Type | Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-Health Health Agency |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Face to face, telephone and email interviews with Rowan County Department of Social Services, Health Department and Senior Services. Anticipate continued partnership to better the lives of residents. |
| 4 | Agency/Group/Organization | SALISBURY COMMUNITY DEVELOPMENT CORPORATION |
| | Agency/Group/Organization Type | Housing Services - Housing Service-Fair Housing Grantee Department |

| | | |
|---|--|---|
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy Fair Housing Education |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Salisbury Community Development Corporation is a non-profit, Community Housing Development Organization (CHDO) The organization oversees the day-to-day administration of the City's CDBG and HOME funding. The City is in regular, face-to-face, email and telephone contact with the City of Salisbury and local residents. The City will continue efforts to improve service coordination. The organization provides valuable input into the City's Consolidated Plan, Action Plans and end of year CAPER documents. |
| 5 | Agency/Group/Organization | COMMUNITY LINK |
| | Agency/Group/Organization Type | Housing Services-homeless |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy NC Balance State CoC Plan |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Community Link is the lead in the Piedmont Regional Committee of the North Carolina Balance of State Continuum of Care. The organization provided information regarding the homeless population such as point in time counts, and access to the NC Balance of State 2012 Continuum of Care Strategic Plan. |

| | | |
|---|--|--|
| 6 | Agency/Group/Organization | ROWAN COUNTY UNITED WAY |
| | Agency/Group/Organization Type | Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Education Services-Employment Foundation |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Market Analysis Anti-poverty Strategy |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Rowan County United Way supports 15 agencies that serve the county and produced a 2012 County Needs Assessment that provides valuable input into the Consolidated & Action Plans and to better coordinate service efforts. |
| 7 | Agency/Group/Organization | CENTRALINA COUNCIL OF GOVERNMENTS |
| | Agency/Group/Organization Type | Housing Land Planning & Governmental Admin Services |
| | What section of the Plan was addressed by Consultation? | Housing Need Assessment Market Analysis |
| | Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination? | Salisbury Planning Staff collaborated with the Centralina Council of Governments to develop a local housing stabilization program. |

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting.

The City held a public meeting at the West End Business & Community Center on February 15, 2018 and a public hearing on February 20, 2018 for all residents to comment on the proposed use of CDBG & HOME funds by the City of Salisbury. Comments by residents were recorded to be addressed this funding cycle if possible, or to be explored in future years.

Citizen Participation Outreach

The table on the following page outlines specific outreach efforts and meetings that were conducted in connection to the 2018-2019 Action Plan.

| Mode of Outreach | Target of Outreach | Summary |
|--------------------------|------------------------------|--|
| Newspaper Advertisements | Non-targeted/broad community | Newspaper ads were published in the <i>Salisbury Post</i> , announcing the February 15, 2018 public information session and the February 20, 2018 public hearing. A newspaper ad on May 20 announced the availability of the draft plan and budget for public inspection and comment during the period between May 28 and June 28, 2018. |
| Internet outreach | Non-targeted/broad community | The City's draft Annual Action Plan was posted for public comment on the City's website. The 2015-2019 Consolidated Plan is also available on the website. (The draft plan and budget were also made available at three locations throughout the City.) |
| Public Meeting | Non-targeted/broad community | <p>A public information session on the draft plan and budget was held on February 15, 2018. Attendees expressed their interest in seeing greater investment in owner-occupied rehabilitation, specifically exterior repairs to improve the community's appearance and encourage and catalyze neighborhood stabilization. Additionally, the removal of blighted structures and public infrastructure improvements (specifically, sidewalks) were suggested.</p> <p>All comments were accepted. However, limited funding necessitates prioritizing suggested actions based on cost and feasibility. Some suggestions were not appropriate to address through the CDBG & HOME programs (e.g. exterior aesthetic enhancements) but could be explored separately.</p> |
| Public Hearing | Non-targeted/broad community | <p>A public hearing on the draft plan and budget was held on February 20, 2018 at a regular meeting of the Salisbury City Council. Representatives from public agencies (supported in part with HUD dollars) spoke on the continued need for federal assistance in helping low-moderate income families and persons.</p> <p>Several attendees of the initial public meeting took this opportunity to reiterate their recommendations. These included calls for greater public infrastructure investment in the West End. Additionally, a citizen suggested that the City invest more heavily in marketing for first time homebuyer's programs so that more citizens are aware of its availability.</p> |

Table 3 – Citizen Participation Outreach

2018-2019 Annual Action Plan

AP-15 Expected Resources – 91.220(c)(1,2)

The resources articulated in this Action Plan are based on this year’s actual federally-allocated amounts.

Anticipated Resources

| Program | Source of Funds | Uses of Funds | Expected Amount Available Year 1 | | | | Expected Amount Available Remainder of ConPlan | Narrative Description |
|---------|------------------|--|----------------------------------|----------------|----------------------|------------|--|--|
| | | | Annual Allocation | Program Income | Prior Year Resources | Total: \$ | | |
| CDBG | public – federal | Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services | 274,883.00 | 30,000.00 | | 304,883.00 | | Funds will be used to aid low- and moderate-income residents of the City of Salisbury. |
| HOME | public – federal | Acquisition Homebuyer assistance Homeowner rehab New construction for homeownership TBRA | 152,778.00 | 0 | | 152,778.00 | | HOME allocation is \$152,778.00 that is disbursed and reported by the City of Concord. |

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.

Matching requirement reporting is the responsibility of the City of Concord as part of HOME program reporting.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

| Sort Order | Goal Name | Start Year | End Year | Category | Geographic Area | Needs Addressed | Funding | Goal Outcome Indicator |
|------------|--------------------------------------|------------|----------|-------------------------------------|--|---|--|---|
| 1 | Owner Occupied Rehabilitation | 2018 | 2019 | Affordable Housing | | Affordable Housing – Rehabilitation of Existing Units | CDBG: \$118,888.80 HOME: \$144,131.00 | 4 units of homeowner housing rehabilitated |
| 2 | Public Improvements & Infrastructure | 2018 | 2019 | Non-Housing Community Development | West End Neighborhood (designated revitalization area) | Public Infrastructure Improvements | CDBG: \$40,000.00 | 25 households assisted through the creation or improvement of public infrastructure – specifically, new sidewalk construction in the West End neighborhood at West Monroe Street. (Note: more persons may be indirectly benefited by new sidewalk construction, including student population at Livingstone College.) |
| 3 | Public Services | 2018 | 2019 | Homeless Non-Homeless Special Needs | | Non-Housing Community Development – Public Services | CDBG: \$45,730.00 | Public service activities other than low- and moderate-income housing benefit: 150 persons assisted; homeless prevention: 150 persons assisted |
| 4 | Fair Housing | 2018 | 2019 | Affordable Housing | | Affordable Housing – Fair Housing | CDBG: \$15,000.00 | Update the City's Analysis of Impediments to Fair Housing Choice Report. |
| 5 | Planning and Administration | 2018 | 2019 | Planning / Administration | | Effective Planning & Program Administration | CDBG: \$45,976.60 HOME: \$8,647.00 | Implemented a well-managed program. |

Table 6 – Goals Summary

Goal Descriptions

| | | |
|---|-------------------------|---|
| 1 | Goal Name | Owner Occupied Rehabilitation |
| | Goal Description | Create a suitable, decent living environment that is safe, affordable, and sustainable for low- and moderate-income residents of the City of Salisbury. Rehabilitation activities that may be undertaken include, but are not limited to, acquisition for rehabilitation and rehabilitation for residential purposes; energy improvements; water efficiency improvements; connection to water and sewer lines; testing for and abatement of lead-based paint; and accommodations for the elderly and persons with disabilities. |
| 2 | Goal Name | Public Improvements & Infrastructure |
| | Goal Description | <p>Provide improvements and upgrades to ageing infrastructure, including but not limited to streets, sidewalks, water and sewer lines, and parks. CDBG funds may be used for the acquisition, construction, reconstruction, rehabilitation, or installation of public improvements or public facilities in designated revitalization neighborhoods (West End, Park Avenue, East End, and Jersey City).</p> <p>In 2018-2019, these funds will be used for sidewalk construction on West Monroe Street, located in the West End neighborhood, a designated revitalization area.</p> |
| 3 | Goal Name | Public Services |
| | Goal Description | Public services are needed to help address the needs of the homeless population and victims of domestic abuse as well as those at risk of becoming homeless. Services include shelter, meals, food programs, utility assistance, referrals and legal aid, counseling, childcare, education services, transportation, etc. |
| 4 | Goal Name | Fair Housing |
| | Goal Description | <p>Remove or ameliorate barriers to affordable housing choice.</p> <p>Continue the City's commitment to affirmatively furthering fair housing.</p> |

| | | |
|---|-------------------------|---|
| 5 | Goal Name | Planning & Administration |
| | Goal Description | Implement a well-managed Community Development program with effective progress toward five-year goals as delineated in the 2015-2019 Consolidated Plan. |

Projects

AP-35 Projects – 91.220(d)

Introduction

Salisbury's community development projects are centered on stabilizing existing housing stock. This year's activities will focus predominantly on owner-occupied rehabilitation, sidewalk construction, public service funding, fair housing activities, and debt service repayments. Owner-occupied rehabilitation is a primary focus because of the weak housing market in Salisbury.

Projects

| # | Project Name |
|---|---|
| 1 | 2018-2019 Owner-Occupied Rehabilitation |
| 2 | 2018-2019 Public Infrastructure (West End Sidewalk Project) |
| 3 | 2018-2019 Public Services |
| 4 | 2018-2019 Affirmatively Furthering Fair Housing |
| 5 | 2018-2019 Planning & Administration |

Table 4 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

AP-38 Project Summary

Project Summary Information

| | | |
|---|--|---|
| 1 | Project Name | 2018-2019 Owner-Occupied Rehabilitation |
| | Target Area | City-wide |
| | Goals Supported | Owner Occupied Rehabilitation |
| | Needs Addressed | Affordable Housing – Rehabilitation of Existing Units |
| | Funding | CDBG: \$118,888.80 |
| | Description | Rehabilitation of owner-occupied homes within the City of Salisbury. |
| | Target Date | 06/30/2019 |
| | Estimate the number and type of families that will benefit from the proposed activities | CDBG: 4 LMI owner-occupied households HOME: 3 LMI owner-occupied households |
| | Location Description | City-wide |
| 2 | Planned Activities | To complete 7 substantial rehabs (including HOME funding) for City of Salisbury residents that will bring the properties up to HUD housing and building code standards. |
| | Project Name | 2018-2019 Public Infrastructure (West End Sidewalk Project) |
| | Target Area | West End Neighborhood (Designated Revitalization Area) |

| | | |
|----------|--|--|
| | Goals Supported | Public Improvements & Infrastructure |
| | Needs Addressed | Non-Housing Community Development Needs – Public Improvement |
| | Funding | CDBG: \$40,000.00 |
| | Description | New construction of sidewalks on West Monroe Street to meet pedestrian needs within the West End neighborhood. |
| | Target Date | 06/30/2019 |
| | Estimate the number and type of families that will benefit from the proposed activities | 25 immediate households in the sidewalk area. |
| | Location Description | West End neighborhood; West Monroe Street |
| | Planned Activities | New construction of sidewalks on West Monroe Street to meet pedestrian needs within the West End neighborhood. |
| 3 | Project Name | 2018-2019 Public Services |
| | Target Area | City-wide |
| | Goals Supported | Public Services |
| | Needs Addressed | Non-Housing Community Development – Public Services |
| | Funding | CDBG: \$45,730.00 |
| | Description | CDBG funding for public service agencies. |
| | Target Date | 06/30/2019 |

| | | |
|--|--|--|
| | Estimate the number and type of families that will benefit from the proposed activities | 300 LMI families. |
| | Location Description | City-wide |
| | Planned Activities | Emergency shelters for homeless and victims of domestic violence; youth employment; health services for the uninsured; emergency shelter/transitional housing for women struggling with substance abuse and for women who are formerly incarcerated. |

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

To the extent possible, funds will be directed to four neighborhoods which have experienced persistent problems with housing decline due to predominantly low and moderate income households and the overall age of the housing stock. These Designated Revitalization Areas are the Park Avenue, West End, Jersey City, and East End neighborhoods. The housing programs will also be available for eligible applicants residing anywhere within the City of Salisbury.

Geographic Distribution

| Target Area | Percentage of Funds |
|--------------------|----------------------------|
| Park Avenue | 25% |
| West End | 25% |
| Jersey City | 25% |
| East End | 25% |

Table 5 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Revitalization efforts will be focused in neighborhoods near the center of the city, including West End, Park Avenue, the East End and Jersey City, to help improve overall housing and living conditions. Deteriorated or abandoned housing and aging infrastructure have been persistent issues in these areas where the age of housing, lower income levels, high percentages of rental property and other factors have contributed to the decline in conditions. These areas also have higher concentrations of minority residents compared to other areas. Housing will be the primary focus in order to preserve existing housing stock, provide assistance to homeowners, create more affordable housing and improve property values. In addition to housing programs, continued reinvestment in the public realm is needed as a measure to help raise the quality of the living environment with improvements to streets, sidewalks, parks, storm water controls and other public facilities.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

| One Year Goals for the Number of Households to be Supported | |
|---|---|
| Homeless | 0 |
| Non-Homeless | 4 |
| Special-Needs | 0 |
| Total | 4 |

Table 6 - One Year Goals for Affordable Housing by Support Requirement

| One Year Goals for the Number of Households Supported Through | |
|---|---|
| Rental Assistance | 0 |
| The Production of New Units | 0 |
| Rehab of Existing Units | 4 |
| Acquisition of Existing Units | 0 |
| Total | 4 |

Table 7 - One Year Goals for Affordable Housing by Support Type

AP-60 Public Housing – 91.220(h)

Introduction

Actions planned during the next year to address the needs to public housing

Participation by public housing residents in Salisbury CDC classes on financial literacy will continue to be encouraged. Classes are offered on budgeting, how to purchase insurance, purchasing a car and similar topics. These classes are offered by the CDC at no charge, except for course materials.

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

Housing counselors with Salisbury CDC frequently assist public housing residents on their self-sufficiency goals related to financial literacy, improving their credit score and in some cases, purchasing a home. Public housing residents also have the option of participating in the Family Self Sufficiency Program administered by the Salisbury Housing Authority. Participants work with program staff to set attainable goals and take part in a savings plan. Resident Councils are available through the SHA to provide an avenue for resident participation in policy development and plans that affect them.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Not applicable.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

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

The City of Salisbury will fund a public service activity this year to help offset costs of the overnight shelter manager position for Rowan Helping Ministries. Also this year the City will help support the overnight shelter manager for Family Crisis Council which provides emergency assistance for victims of domestic abuse. This assistance will help ensure that these facilities are adequately staffed to meet the individual needs of shelter guests.

Addressing the emergency shelter and transitional housing needs of homeless persons

Public services funding will be allocated to two emergency shelter facilities to offset a portion of the salaries for shelter staff.

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

The City of Salisbury partners with the Salisbury CDC to offer classes in budgeting, purchasing insurance, and related topics that help public housing residents become self-sufficient. Rowan Helping Ministries offers counseling services to individuals to address obstacles that may be contributing to their homelessness.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: 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); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The City will assist elderly and small family households through emergency and owner-occupied rehabilitation. Improvements such as roof repairs, HVAC systems, plumbing, electrical and modifications

to assist with mobility will help these families remain in their home or to age in place. While the City does not have a specific strategy to help individuals avoid becoming homeless upon discharge from mental health institutions or other types of facilities, the public services funding it allocates to Rowan Helping Ministries helps provide shelter and supportive services for the general homeless population where these individuals can receive other supportive services that may help them assimilate back into the community.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Actions it planned 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

The City's zoning and land development policies, ordinances and zoning are generally favorable and provide opportunities for development of multi-family residential. However in some instances public opposition (NIMBYism) has created an unfavorable climate at the public hearing phases, and thwarted plans of developers to push forward with the project. The City of Salisbury has helped to offset this effect by providing financial assistance to several LIHTC developments, including Westridge Village Phase II, Civic Park Phase I and Civic Park Phase II. Assistance has included both federal and non-federal funds. The City also promoted these projects, and the Villages at Hope Crest senior community, by offering letters of support from elected officials toward their applications to NC Housing Finance Agency.

The City of Salisbury will dedicate funds to update the Analysis of Impediments to Fair Housing Choice report.

AP-85 Other Actions – 91.220(k)

Introduction:

Actions planned to address obstacles to meeting underserved needs

The city will help meet underserved needs by focusing resources in areas of concentrated poverty and where minority concentration exceeds the city average. Through the West End/Choice Neighborhood initiative, the city will continue to work to increase access to health and human services and public transportation in order to improve outcomes for families, increase employment, improve education, introduce a greater mix of incomes and households and to improve the overall living environment.

Actions planned to foster and maintain affordable housing

This will be accomplished through rehab of existing units to preserve existing housing stock and ensure quality living environments for homeowners.

Actions planned to reduce lead-based paint hazards

For all rehab work, the Salisbury Community Development Corp. will conduct lead inspections and include abatement as part of the project if needed.

Actions planned to reduce the number of poverty-level families

The Salisbury CDC, in partnership with the city, will offer classes in budgeting and related topics to help families become more financially stable. Owner-occupied rehab projects will include weatherization components if this is an identified need to reduce energy costs for the family.

Actions planned to develop institutional structure

The city will continue its long-standing partnership with Salisbury CDC to manage its housing programs and homeowner education courses. City staff will continue to manage the public input and budget development process. City staff will attend monthly CDC board meetings to stay apprised of current activities and rehab work being conducted.

Actions planned to enhance coordination between public and private housing and social service agencies

City staff will coordinate with the Continuum of Care, Salisbury Housing Authority, homeless providers and public service agencies to identify issues where the city can provide assistance.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction:

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan
3. The amount of surplus funds from urban renewal settlements
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.
5. The amount of income from float-funded activities

Total Program Income

Other CDBG Requirements

1. The amount of urgent need activities

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:
2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:
3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:
4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows: