



## **City of Salisbury, North Carolina**

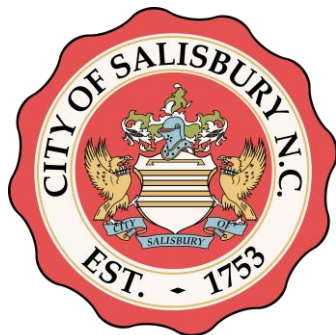
### **Community Development Block Grant (CDBG)**

# **Consolidated Annual Performance & Evaluation Report (CAPER)**

## **FY 2017-2018**

*This report describes investments in community & neighborhood development projects and related efforts that were accomplished in FY 2017-2018 toward achieving the objectives described in Salisbury's 2015-2019 Consolidated Plan.*

The FY 2017-2018 Consolidated Annual Performance & Evaluation Report (CAPER) 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 CAPER is then downloaded into a Word format. The CAPER 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](http://www.salisburync.gov/housing)



# Executive Summary

## 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 each year to develop a Consolidated Annual Performance & Evaluation Report (CAPER) that outlines how closely actual CDBG program outcomes aligned with the 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. This CAPER covers the period between July 1, 2017 and June 30, 2018. During this period, the City received the following Federal formula funds:

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

*(Please note that while the City receives Federal formula funding for both the CDBG and HOME programs, this CAPER is limited to CDBG-related activities and outcomes. The City reports HOME program performance separately. For more information, contact Kyle Harris at 704-638-5324.)*

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. The objectives of Annual Action Plans will typically deviate, in part, from the objectives of the Consolidated Plan, in order to reflect changing local needs, shifting economic conditions, and variations in annual Federal formula funding that will necessary occur over the five-year period.

The 2017-2018 Action Plan identified planned government action for the period between July 1, 2017 and June 30, 2018 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 residents of Salisbury.

More information about the CDBG Program is available online at:

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

## 2017-2018 Action Plan Goals

The 2017-2018 Action Plan identifies goals and outcomes promulgated in the Consolidated Plan. This plan included the three (3) goals outlined below, addressing community needs related to affordable housing, housing stabilization, and 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**  
Goal Outcome Indicator: **4 units of homeowner housing rehabilitated**

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

- Objective 2.1: **Public Infrastructure Improvements**  
Goal Outcome Indicator: **25 households assisted through the creation or improvement of public infrastructure in the West End Neighborhood**

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**  
Goal Outcome Indicator: **150 persons assisted with non-housing public service benefits; and 150 persons assisted with homelessness prevention.**

***This report will demonstrate that the City of Salisbury has met or exceeded its target outcomes pertaining to each of the above goals for the 2017-2018 reporting period.***

### Action Plan & CAPER Public Contact Information

Kyle Harris, Planner  
City of Salisbury – Community Planning Services  
132 North Main Street  
Salisbury, NC 28144

(704)-638-5324 / [kharr@salisburync.gov](mailto:kharr@salisburync.gov)  
[www.salisburync.gov/housing](http://www.salisburync.gov/housing)

## 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.

*(Please see Attachment 1 for CAPER cover page and executive summary. This summary describes the 2017-2018 annual objectives in detail.)*

#### Goal 1: Affordable Housing - Rehabilitation of Existing Units

In FY 2017-2018, the City of Salisbury **completed or initiated** a total of eleven (11) substantial homeowner rehabilitation projects for elderly, disabled, and/or minority homeowners in the low-moderate income category using CDBG funds. Specifically, three (3) owner-occupied rehabilitation projects and two (2) purchase/rehab/resale projects were completed in this period; and five (5) owner-occupied rehabilitation projects, one (1) purchase/rehab/resale project, and one (1) emergency rehabilitation project were initiated but not completed in this period. Table 1, below, reflects only the total number of substantial rehabs **completed** within the reporting period, and shows that our annual goal of **4 units of homeowner housing rehabilitated** was exceeded by **1 unit**.

- Total substantial rehab projects completed in 2017-18: five (5)
- Total substantial rehab projects initiated in 2017-18: six (6)

Of the five (5) substantial rehabs completed in 2017-2018, two (2) were for low-income households and three (3) were for very low-income households.

Table 2, below, reflects the total number of substantial rehabs completed since FY 2015-2016; the expected outcome is based on the sum total of each year's Annual Action Plan target. These numbers may differ from the targets described in the 2015-2019 Consolidated Plan, as annual targets are necessarily different to reflect evolving local conditions and circumstances. Please note that the FY 2015-2016 goal of 27 units rehabilitated was grossly unrealistic, and artificially decreases the program's accomplishment rate. A more realistic expected target to date would be 12 units rehabilitated over the previous three years, or 4 units rehabilitated annually. This realistic target puts the City's program on track to meet expectations.

(Additionally, please note that Tables 1 and 2 also show Down Payment Assistance goals and accomplishments; however, these activities are

funded using HOME dollars and are therefore reported separately. This CAPER is limited to CDBG-related activities and outcomes.)

## **Goal 2: Public Facilities & Improvements**

In FY 2017-18, the City allocated \$40,000 for the construction of new sidewalks on West Monroe Street in the West End neighborhood, a designated revitalization area. These funds were to be supplemented by an additional \$50,000 in 2018-19 CDBG funding, with construction to begin in 2018-19. However, additional public feedback prompted the City's engineering department to re-allocated those funds for new sidewalks on Old Plank Road, also in the West End neighborhood and adjacent to Livingstone College, an HBCU. West Monroe Street sidewalk construction will be pushed back one year. The Old Plank Road Sidewalk Project design process is complete; pending final utility relocation, the City's Street Division will begin construction in 2018-19. This sidewalk project will increase pedestrian safety on the road, which serves neighborhood residents as well as students at Livingstone.

## **Goal 3: Public Services**

In FY 2017-2018, the City of Salisbury, through its public service agency subrecipient partners, provided the following services to low-income individuals during the program year:

- Community Care Clinic: 3,266 services provided
- City of Salisbury (Summer Youth Employment): 10 individuals served
- Family Crisis Council: 1,053 individuals served or services provided
- Gateway Freedom Center: 96 individuals served
- Rowan Helping Ministries: 6,470 services provided

## **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.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Down Payment Assistance	Affordable Housing		Direct Financial Assistance to Homebuyers	Households Assisted	0	0		0	0	
Owner Occupied Rehabilitation	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	34	12	35.29%	4	5	125.00%

**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.**

**2017-2018 Goals Summary:**

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**
- *Goal Outcome Indicator: **4 units of homeowner housing rehabilitated***

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

- Objective 2.1: **Public Infrastructure Improvements**
- *Goal Outcome Indicator: **25 households assisted through the creation or improvement of public infrastructure***

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**
- *Goal Outcome Indicator: **150 persons assisted with non-housing public service benefits; and 150 persons assisted with homelessness prevention***

A majority of the work completed during this reporting period was congruent with the goals established in the 2015 Consolidated Plan. Steps were taken to align initially-projected and actual outcomes as closely as possible. The total number of owner-occupied rehabilitation projects in this reporting period was one (1) higher than initially projected. The sidewalk project currently underway in the West End will assist at least 25 households in the neighborhood; the actual direct and indirect impacts of sidewalk construction will likely benefit a far greater number of individuals as a consequence of the sidewalk's proximity to Livingstone College, which has a student population of approximately 1,150. Finally, through its partnership with local public service agencies, the City was able to achieve its goal of at least 150 persons assisted with non-housing

public service benefits, and 150 persons assisted with homelessness prevention.

**Other - Fair Housing:**

The City also took action to affirmatively further fair housing. Through various media (including through the city newsletter, brochures, the city website, and social media), the City has made available detailed information about the rights and protections granted by the Fair Housing Act, including protections from discrimination when renting, buying, or securing financing for housing. Outreach efforts aim to educate the public on how to identify illegal denial of housing when it happens and how to file a complaint or seek recourse. Additionally, the City, in partnership with Legal Aid of North Carolina, conducted 10 enforcement tests (6 based on race and 4 based on national origin). The results were reported to Salisbury City Council and appropriate follow-up is currently being explored. Follow-up actions will include updated the City's Analysis of Impediments report and working to strengthen the City's Humans Relations Council, including empowering the HRC with additional resources to assist individuals who believe they have been discriminated against in housing.

## 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
White	3,079
Black or African American	2,259
Asian	4
American Indian or American Native	2
Native Hawaiian or Other Pacific Islander	0
<b>Total</b>	<b>5,344</b>
Hispanic	166
Not Hispanic	5,178

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

### Narrative

#### Owner-Occupied Rehabs:

Of the five (5) substantial rehab projects this program year, all assisted households identified as Non-Hispanic Black or African American.

#### Public Services:

- The Community Care Clinic reported 1,731 White clients, 1,339 Black or African American clients, and 196 Other or Multi-Racial.
- The City of Salisbury reported 10 Black or African American clients.
- The Family Crisis Council reported 650 White clients, 295 Black or African American clients, 80 Hispanic clients, 4 Asian or Pacific Islander clients, 2 American Indian or Alaskan Native clients, and 22 Other or Multi-Racial clients.
- The Gateway Freedom Center reported 8 White clients, 77 Black or African American clients, and 8 Hispanic clients.
- Rowan Helping Ministries reported 690 White clients, 533 Black or African American clients, and 78 Hispanic or Other clients.

Note: The "Total" clients served in the chart above includes Other / Multi-Racial and Hispanic clients that are not categorized elsewhere in the chart. Our public service subrecipient partners do not separately track Hispanic or Non-Hispanic ethnicity, so the "Hispanic" total includes only the number of Hispanics as expressly reported.

## 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	CDBG	301,203	
HOME	HOME		
HOPWA	HOPWA		
ESG	ESG		
Other	Other		

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
East End Neighborhood	10	0	No rehabilitation projects were completed in this area during the reporting period.
JERSEY CITY NEIGHBORHOOD	10	20	One (1) substantial rehabilitation project was completed in this area during the reporting period.
PARK AVENUE NEIGHBORHOOD	10	20	One (1) substantial rehabilitation project was completed in this area during the reporting period.
WEST END NEIGHBORHOOD	10	60	Three (3) substantial rehabilitation projects completed in this area during the reporting period.

Table 4 – Identify the geographic distribution and location of investments

### Narrative

The City completed five (5) substantial rehabilitation projects using CDBG funds, and contributed funds toward several public service sub-recipients over the reporting period. The funds for homeowner rehabilitations are available on a first-come, first-served basis to eligible homeowners throughout the city. During this reporting period, three (3) substantial rehabilitation projects were completed in the West End neighborhood, one (1) in Jersey City, and one (1) in Park Avenue. The public service agencies receiving subrecipient funds very likely assisted residents of these targeted areas in their work as well.

## **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.**

The City is currently implementing a major Housing Stabilization & Revitalization Program which will help leverage existing CDBG resources. This city-led program offers substantial grants (up to \$20,000) to assist with exterior repairs and improvements to owner-occupied and rental properties within two pilot areas in the city. Assisted households are required to be LMI. One of these pilot areas overlaps with the West End neighborhood, an existing designated revitalization area. The goal of the program is to improve housing conditions by providing assistance for urgent exterior rehabilitation projects such as roof repairs, foundation stabilization, etc. CDBG rehabs have resulted in outcomes the City hopes to replicate through its own intervention.

## 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	0	0
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>0</b>	<b>0</b>

Table 5 – 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	0
Number of households supported through Rehab of Existing Units	4	5
Number of households supported through Acquisition of Existing Units	0	0
<b>Total</b>	<b>4</b>	<b>5</b>

Table 6 – Number of Households Supported

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

The City supported affordable housing through five (5) completed homeowner rehabilitation projects in this reporting period. The City exceeded its annual goal by 1 additional unit rehabilitated.

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

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.**

<b>Number of Households Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	3	0
Low-income	2	0
Moderate-income	0	0
<b>Total</b>	<b>5</b>	<b>0</b>

**Table 7 – Number of Households Served**

### **Narrative Information**

Of the five (5) substantial rehab projects completed this reporting period, two (2) assisted low-income households and three (3) assisted very low-income households.

Homeowner rehabilitation projects are available on a first-come, first served basis to those persons meeting the eligibility requirements. All of the persons served through this process are 80% below median income for Rowan County. 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.

### **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: \$16,412.50
- Funding helps pay part-time salaries for overnight shelter staff.

**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.

- Grant amount: \$10,380.00



- 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.

**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**

N/A

### **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)**

**Actions taken to reduce lead-based paint hazards. 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.

**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 of Salisbury has taken a proactive approach to affirmatively furthering fair housing. Through various media (including through the city newsletter, brochures, the city website, and social media), the City has made available detailed information about the rights and protections granted by the Fair Housing Act, including protections from discrimination when renting, buying, or securing financing for housing. Outreach efforts aim to educate the public on how to identify illegal denial of housing when it happens and how to file a complaint or seek recourse. If someone believes they have experienced housing discrimination, we are encouraging them to reach out to the North Carolina Human Relations Commission and/or Legal Aid of North Carolina.

In FY 2017-2018, the City partnered with Legal Aid of North Carolina to conduct 10 race- and national origin-based enforcement tests. Additionally, in tandem with enforcement testing efforts, the City offered fair housing training to landlords and property managers. Planned follow-up actions will include updating the city's Analysis of Impediments report and exploring options to strengthen city's Human Relations Council.

The City continued to work toward lessening the impact of fair housing impediments by supporting the Salisbury Housing Advocacy Commission (HAC), which continues to meet regularly on the first Thursday of each month at City Hall. Their purpose is to assist and advise Salisbury City Council in initiating, establishing and enhancing programs, projects and policies that relate to fair housing conditions and minimum standards for housing.

## **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.

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.

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.

#### **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.**

A duly-noticed public hearing was held on Monday, September 17, 2018 at the regularly-scheduled meeting of City Council. The public notice, which was posted in the Salisbury Post on Friday, September 7, made the public aware of the availability of the CAPER for public review. The document was made available for public inspection and comment at the Salisbury City Office Building, West End Business & Community Center, and the Rowan County Public Library.

#### **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.**

No changes were made to the program objectives. Improving housing conditions continues to be a top priority of elected officials in Salisbury and is a primary goal in the city's newly-revised comprehensive plan. Positive outcomes continue to be achieved through the CDBG program and we have therefore not identified a need to change our objectives.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI)**

**grants?**

No

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



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

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No changes were made to the program objectives. Improving housing conditions continues to be a top priority of elected officials in Salisbury and is a primary goal in the city's newly-revised comprehensive plan. Positive outcomes continue to be achieved through the CDBG program and we have therefore not identified a need to change our objectives.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

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