City of Salisbury, North Carolina

Community Development Block Grant (CDBG)

Consolidated Annual Performance & Evaluation Report (CAPER)

FY 2021-2022

This report describes investments in community & neighborhood development projects and related efforts that were accomplished in FY 2021-2022 toward achieving the objectives described in Salisbury's 2020-2024 Consolidated Plan & 2021-2022 Action Plan.

The FY 2020-2024 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)-638-5230. 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

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.

Goal 1: Increase supply of decent, affordable housing. In FY 2021-2022, the City of Salisbury **completed or initiated** a total of three (3) substantial homeowner rehabilitation projects for elderly, disabled, and/or minority homeowners in the low-moderate income category using CDBG funds. Specifically, one (1) owner-occupied rehabilitation project was completed, and two (2) owner-occupied rehabilitation projects were initiatated and were 95% complete by June 30, 2022. Table 1, below, reflects only the total number of substantial rehabs **completed** within the reporting period, and shows that our annual goal of ***3 units of homeowner housing rehabilitated,*** as outlined in the FY 2021-22 Action Plan, was not met. The substantial rehabilitation completed in FY 2021-2022 benefitted one (1) elderly low-income household, based on HUD's FY 2021 Income Limits Documentation System.

Goal 2: Provide opportunities for home ownership. This goal is supported using HOME Partnership funds. Downpayment assistance was provided to one low-income household to aid in the purchase of their first home.

Goal 3: Improve public facilities and infrastructure. The goal for FY 21-22 was to construct a sidewalk along Lash Drive; however due to the increased cost of labor and materials, the project had to be delayed till the FY 22-23 fiscal year to supplement CDBG funds with the City's General Fund. A contract for the project has been awarded and construction has now begun.

Goal 4: Provide assistance to public service agencies. Annual entitlement funds and funding received through the CARES Act was used by public service agencies during FY 21-22 to support low-income families and individuals, especially those struggling to recover from the Coronavirus pandemic.

FY 21-22 CDBG (Entitlement) Accomplishments

Subrecipient	Number of Beneficiaries	Service Description
Rowan Helping Ministries	193 people	Provided emergency shelter and case management to homeless persons. rent and utility assistance, emergency shelter, meals, clothing, and other supportive services to homeless persons.
Family Crisis Council	82 people	Provided victims of domestic violence, providing emergency shelter, meals, clothing, transportation, legal aid and other support services.
Meals on Wheels	21 people	Provided for the expansion of delivered meals to homebound seniors and disabled persons who are unable to access food resources due to the Coronavirus pandemic.
One Love, Inc.	20 people	Provided case management mental health/substance abuse assessment, and treatment for uninsured Salisbury residents.

FY 21-22 CDBG (CARES) Accomplishments

Subrecipient	Number of Beneficiaries	Service Description
Triple Threat Dance & Charm	108 people	Facilitated an after school community dance program.
S&H Youth Services	Data being provided by subrecipient	Paid a portion of utility bills for organization assisting people who have serios long-term disabilities, mental illnesses, substance abuse disorders, and other chronic health disorders.
Partners in Learning	17 people	Provided scholarships for low-moderate income students.
YMCA of Rowan	26 people	Provided scholarships for low-moderate income campers.

Pedal Factory	38 people	Supported transportation needs through the Earn a Bike program
Abundant Living Day Services	10 people	Assisted in providing older adults with services including medial monitoring, meals and snacks, medication administration, mobility and transportation assistance, etc.
Happy Roots	30 people	Used for supplies to support educational and nature-based therapy services at school and community gardens.
Rowan Helping Ministries	145 households	Provided assistance with rent and utilities.

Goal 5: Effectively plan and administer programs

The City of Salisbury implemented a well-managed Community Development program with effective progress toward five-year goals as delineated in the 2020-2024 Consolidated Plan, but the year was marked and complicated with significant changes in staff both at the City and at the Salisbury Community Development Corportation. The City's Housing Planner transitioned to another job in March 2022. While the job has been posted, it has been difficult to fill. Meanwhile, two positions at the Salisbury Community Development Corporation were vacated – the Housing Rehabilitation Specialst and the Administrative Assistant. Only one of those positions has been filled on a part-time basis. A consultant has been brought on to help work through the small back-log of rehabilitation cases, and an agreement has been formed with Prosperity Unlimited, Inc. to perform housing counseling services.

Goal 6: Affirmatively further Fair Housing

In 2021-2022, several programs and activities were geared toward promoting awareness of Fair Housing. These included updating and distributing brochures related to landlord and tenant rights; participating in Community and Homeless Resource Fairs; hosting a service-provider roundtable to discuss how to educate and communicate about Fair Housing with protected classes they served; a Mayor's proclamation recognizing Fair Housing Month in April, and a social media trivia contest about the Fair Housing Act.

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
Affirmatively further Fair Housing			Other	Other	NA	NA	NA	100	150	150%
Improve public facilities and infrastructure	Non-Housing Community Development	CDBG: $	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	125	0	0%	200	0	0%
Increase supply of decent, affordable housing	Affordable Housing	CDBG: $ / HOME: $108,217	Homeowner Housing Rehabilitated	Household Housing Unit	25	4	16%	3	1	33%
Provide assistance to public service agencies	Homeless Non-Homeless Special Needs	CDBG: $	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	520	534	102%	150	534	356%

Provide assistance to public service agencies	Homeless Non-Homeless Special Needs	CDBG: $	Public service activities for Low/Moderate Income Housing Benefit	Households Assisted	0	82	820%	0	82	820%
Provide assistance to public service agencies	Homeless Non-Homeless Special Needs	CDBG: $	Homeless Person Overnight Shelter	Persons Assisted	750	193	25.73%	150	193	128.67%
Provide opportunities for home ownership	Affordable Housing	HOME: $30,000	Direct Financial Assistance to Homebuyers	Households Assisted	8	2	25%	1	1	100%

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.

During the third fiscal year affected by the COVID-19 global pandemic, many of the resources and staff's attention was geared toward administering the CDBG Cares Act funding to public service subrecipients. Many of the public service agencies supported by CARES Act funds pivoted from purchasing personal protective equipment (PPE) toward creating opportunities for youth to be re-engaged though programs and scholarships. Financial assistance with rent, utilities, and groceries were also desperately needed and say an uptick as moratoriums on evictions lapsed. At the same time, inflationary cost increases caused challenges for for owner-occupied rehabilitation projects and planned sidewalk infrastructure projects. Staff is having to adjust to the new-normal that funds do not go as far as they used to.

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	204
Black or African American	392
Asian	3
American Indian or American Native	1
Native Hawaiian or Other Pacific Islander	0
Other Multi-Racial	84
Total	692
Hispanic	41
Not Hispanic	651

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

Narrative

Of the total 692 beneficiaries of CDBG funding, 29% of beneficiaries were White, 57 were African American, and 12% were Multi Racial. 6% of beneficiaries were reported to be Hispanic.

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	public - federal	314,360	148,390.89
CDBG (CV)	public - federal	146,510	99,899.69

Table 3 - Resources Made Available

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
East End Neighborhood	10		
Jersey City Neighborhood	10		
North Main Neighborhood	10		
Park Avenue Neighborhood	10	13%	The owner occupied rehabilitation completed occurred in Park Avenue

West End Neighborhood	10		

Table 4 – Identify the geographic distribution and location of investments

Narrative

The substantial owner occupied rehabilitation that was completed in FY 21-22 occurred in the Park Avenue Neighborhood, accounting for only 13% of the total allocation. All other funds spent in FY 21-22 contributed to City-Wide Priorities, such as providing public services, paying off the Section 108 loan, and administering programs.

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.

Federal funds will leverage in-kind support from the city related to sidewalk improvements on Lash Drive. For the past three years the City has allocated a significant amount of funding to a housing program in the Park Avenue neighborhood to assist with exterior rehabilitations to homes. Roofs, gutters, porches, windows, doors and paint are among eligible projects. A portion of these funds are used as the required match for HOME program, allowing owner-occupied rehabs to be completed.

The City owns a 12-acre site in the Park Avenue neighborhood that was awarded an EPA Brownfields Cleanup grant. After cleanup has been completed (expected winter 2022-23), the City will be developing an RFP which could include stipulations or requirements for the creation of new affordable housing in the future redevelopment of the site.

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**
Total		

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	**0**	**145**
Number of households supported through the production of new units	**0**	**0**
Number of households supported through the rehab of existing units	**3**	**1**
Number of households supported through the acquisition of existing units	**0**	**0**
Total		

Table 6 – Number of Households Supported

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

The Community Development Corporation has experienced a small backlog in case work this year due to the limited availability of our rehabilitation specialist who completes our work write-ups and inspections. They have brought in a consultant to complete work write-ups which should alleviate that issue going forward. While goals were not met this year, it should be noted that 2 additional projects were nearly completed on June 30, 2022 and are now completed.

Providing rental assistance with CARES Act funding was not accounted for in one-year goals, but as can be seen, was necessary during a time of inflation and financial instability for many families. The end of eviction moratoriums increased the demand for assistance programs that were offered through Rowan Helping Ministires.

Discuss how these outcomes will impact future annual action plans.

While urgent need still exists for owner-occupied rehabilitation programs, they are expensive to implement. In the future, the City should examine ways to leverage federal funds to make them go futher and have a greater impact.

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

Number of Households Served	CDBG Actual	HOME Actual
Extremely Low-income	0	0
Low-income	1	0
Moderate-income	0	0
Total	**1**	**0**

Table 7 – Number of Households Served

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

Several partners in Rowan County, including the City participate in the annual Point-In-Time count to identify how many homeless persons live in the area. The count is performed on one of coldest nights of the year during the winter months. Local homeless shelter case management staff along with volunteers and other nonprofits take to the streets to meet and assess the needs of our homeless neighbors. During the count, homeless neighbors are offered shelter, services and personal items such as blankets.

The City has revised internal policies in an attempt to lead with compassion. When Code Enforcement is called for a homelessness issue such as squatting for tenting in unauthorized areas, City code enforcement staff responds with homeless shelter case management as a team effort. In addition to policy change, the City has continued to employ a Homeless Advocate that is housed within the Police Department. The advocate works closely with the local homeless shelter and other efforts in the City to assess the needs of homeless persons to make proper referrals to community resources.

The City is committed to homelessness issue and the struggles of its homeless residents. A significant amount of our second CDBG funding allocation (CV3) received due to the COVID-19 pandemic is currently being used to fund a position with the local homeless shelter to coordinate efforts to bring all resources and entities providing services to homeless persons to one task force. The task force meets monthly to discuss homeless trends, issues and to create viable solutions.

Addressing the emergency shelter and transitional housing needs of homeless persons

In addition to emergency shelter, Rowan Helping Ministries offers programs to help persons experiencing homelessness get back on their feet. These programs include weekly case management, person-centered case plans, sobriety resources, free financial workshops, employability labs, computer skill labs, support groups, stress management groups, access on-site to a medical doctor and a behavioral health clinician, free bus tickets for participants with no income, an in-house work program – "Journey Forward", art classes, and Life Coaching. Rowan Helping Ministries consistently seeks out agencies with which they can partner.

If a participant comes to the shelter with income, the income is verified by the participant submitting paper of electronic documentation of income (i.e. check stub, award letter from Social Security, etc.). If a participant comes to the shelter with no income, they are offered Employability Labs twice a week so the participant can find employment. Each participant must report weekly to their assigned Case Manager and provide documentation of their job search.

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

The City of Salisbury through its partnership with Rowan Helping Ministries assisted individuals and families avoid becoming homeless with rent and utility assistance. Using Cares Act funds administered through the CDBG program, over 145 people were assisted with rent. That number increased from 2020-21 when the eviction moratoriums were still in effect and other rental assistance programs were available. Without assistance from the City of Salisbury's efforts during the COVID-related crises, many citizens would have become homeless. Some may have self-resolved by going to live with family or friends, but these are not permanent or stable housing situations. Very few would have been able to remain in their homes given the amount of past due rent and utilities they owed.

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 impact that the partnership between the City and the local homeless shelter is committed to achieving is helping individual participants resolve their personal homelessness. Since the causes of homelessness are often multiple, each participant has a Case Manager who meets one on one to develop strategies. These strategies are not only to resolve their homelessness, but also to resolve the underlying issues that contributed to their homelessness. Some underlying issues may include mental illness, poor financial decision. The assigned Case Manager will provide resources, so the participant has the opportunity to receive the help needed for underlying issues.

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

Actions taken to address the needs of public housing

The City extended invitations to the local housing authority via the Housing Advocacy Commission and meeting with Executive Staff to see how their efforts, plans and needs align with the City's plans for low income families. Housing Authority staff also streamline the referral process making it easier for City staff to make referrals for needed rental units.

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

The Housing Authority distributes information about home ownership programs funded by the City to public housing tenants who are potential home owners.

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 City of Salisbury continues to work on a comprehensive plan, Salisbury Forward 2040, which will offer a roadmap for future growth and development decisions. Several of the plan's goals relate to establishing policies and actions related to removing barriers to affordable housing including:

- Goal 5.1: Encourage housing that is available to all household types at a variety of price points
- Goal 5.2: Allow for a variety of housing types to accommodate diverse household needs
- Goal 5.3: Promote the creation of affordable housing, while avoiding concerntrations of poverty
- Goal 5.10: Create pathways to homeownership, especially for historically underrepresented communities
- Goal 5.11: Take measures to remove housing discrimination and protect tenants' right in rental housing
- Goal 6.6: Promote a compact development pattern supported by multiple transporation networks

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

One of the greatest obstacles for the underserved is transportation to access the services and resources that they need. The Salisbury City Council has championed a transition from fixed-route transit to micro-transit. While micro-transit is not in effect yet, initiatl steps have been taken. Micro-transit will offer on-demand transit service, much like popular ride-sharing services like Uber or Lyft, but at a rate affordable to the riders.

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

For all rehab work, the Salisbury CDC conducts lead inspections and include abatement as part of the project if 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)

In June 2022, the City Council has approved use of $50,000 of American Rescue Plan funding received by

the City to conduct a 10-Year Comprehensive Housing Strategy. The goal of the strategy will be to evaluate current programs, and to better align resources (federal, state and local) with housing and community development needs. The strategy comes at a good time as the local economy and real estate market is shifting, and the City and the CDC are experiencing some organizational change.

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

The Salisbury Human Relations Council stepped up to organize bi-annual Community Resource Fairs which bring together housing and social service agencies. Community members are invited to come for food, free school supplies, and to connect with resource agencies.

Rowan Helping Ministries, in partnership with the City, has created a similar resource fair intended for homeless persons. In addition, monthly meetings are organized by Rowan Helping Ministries to discuss and coordinate approaches to homelessness issues.

Healthy Rowan is another consortium of service providers that meets monthly to discuss coordinated community efforts. While the Planning department's participation this last year was unremarkable, the future housing planner will be assigned to attend.

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

In 2021-2022, several programs and activities were geared toward promoting awareness of Fair Housing. These included updating and distributing brochures related to landlord and tenant rights; participating in Community and Homeless Resource Fairs; hosting a service-provider roundtable to discuss how to educate and communicate about Fair Housing with protected classes they served; a Mayor's proclamation recognizing Fair Housing Month in April, and a social media trivia contest about the Fair Housing Act.

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

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 sub recipients 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.

The following public notice was published in the Salisbury Post, the City's local newspaper. The notice was also posted on the City's website. Copies of the draft report were made available for public review at City office buildings throughout the city and online.

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.

As previously mentioned, inflation and organizational changes have made it more challenging to carry out the program's objectives. And in June 2022, the City Council approved use of $50,000 of American Rescue Plan funding received by the City to conduct a 10-Year Comprehensive Housing Strategy. The goal of the strategy will be to evaluate current programs, and to better align resources (federal, state and local) with housing and community development needs. The strategy comes at a good time as the local economy and real estate market is shifting, and the City and the CDC are experiencing some organizational change. It is yet to be seen how the results of this evaluation and planning effort might reshape CDBG program 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.

NA

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG	HOPWA	HTF
Total Number of Activities	0	0	0	0	0
Total Labor Hours					
Total Section 3 Worker Hours					
Total Targeted Section 3 Worker Hours					

Table 8 – Total Labor Hours

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG	HOPWA	HTF
Outreach efforts to generate job applicants who are Public Housing Targeted Workers					
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.					
Direct, on-the job training (including apprenticeships).					
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.					
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).					
Outreach efforts to identify and secure bids from Section 3 business concerns.					
Technical assistance to help Section 3 business concerns understand and bid on contracts.					
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.					
Provided or connected residents with assistance in seeking employment including: drafting resumes,preparing for interviews, finding job opportunities, connecting residents to job placement services.					
Held one or more job fairs.					
Provided or connected residents with supportive services that can provide direct services or referrals.					
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.					
Assisted residents with finding child care.					
Assisted residents to apply for, or attend community college or a four year educational institution.					
Assisted residents to apply for, or attend vocational/technical training.					
Assisted residents to obtain financial literacy training and/or coaching.					
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.					
Provided or connected residents with training on computer use or online technologies.					
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.					
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.					
Other.					

Table 9 – Qualitative Efforts - Number of Activities by Program