City of Salisbury, North Carolina

Community Development Block Grant (CDBG)

Consolidated Annual Performance & Evaluation Report (CAPER)

Program Year 2023

Public Comment Period: August 30-September 16, 2024

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This report describes investments in community & neighborhood development projects and related efforts that were accomplished between July 2023 to June 2024 toward achieving the objectives described in Salisbury's 2020-2024 Consolidated Plan & the 2023 Annual Action Plan.

The PY 2023 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 – Planning and Neighborhoods 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 partnership with the Salisbury Community Development Corporation, the City of Salisbury **completed four(4) substantial homeowner rehabilitation projects in FY 23-24 using CDBG funds.** The annual goal of 3 units of homeowner housing rehabilitated, as outlined in the FY 23-24 Action Plan, was exceed. The substantial rehabilitations completed in FY 2022-2023 benefitted four(4) low-income households, based on HUD's FY 2023 Income Limits Documentation System.

Goal 2: Provide opportunities for home ownership. This goal is supported using HOME Partnership funds. Downpayment assistance was provided to three low-income households to aid in the purchase of their first homes. The annual goal of 2 households assisted was exceeded.

Goal 3: Improve public facilities and infrastructure. Staff began environmental review and design work on a greenway trail connector from Jersey City to Memorial Park Cemetery; however, the project has not been completed. This goal was not met in FY 23-24.

Goal 4: Provide assistance to public service agencies. Annual entitlement funds and funding received through the CARES Act were used by public service agencies during FY 23-24 to support low-income families and individuals, especially those still recovering from the effects of the Coronavirus pandemic.

Subrecipient	Number of Beneficiaries	Service Description
Family Crisis Council (PY 2023)	107	CDBG funding helped to support the salaries for the third-shift advocate for victims of domestic violence, sexual assault and human trafficking.
One Love Community Care Clinic (PY 2023)	10	CDBG funding helped to offset costs of mental health assessments and transportation to the clinic, especially for individuals who are uninsured and often don't receive mental health and substance abuse treatments.

Partners in Learning (PY 2023)	63	Partners in Learning employs a team of registered behavior technicians and mental health counselors who provide individualized support to young children facing mental health and social-emotional developmental delays. Through one-on-one interventions, they empowered these children to overcome challenges, improve their mental well-being, and reach their full potential.
Rowan Helping Ministries (PY 2023)	248	CDBG funding helped to support the salaries for case managers who work to connect clients with resources in the local community that equip them with skills to move forward successfully from the shelter. Some of the partners that the Case Manager's build relationships with include Rowan Cabarrus Community College (RCCC), Goodwill Career Connections and NCworks. Clients are assisted with creating resumes, finding jobs online, learning computer skills and interview preparation.
City of Salisbury Summer Youth (CDBG-CV)	3	This program provided 3 low-income youth a six-week, 20 hours per week working experience in local government. The youth had to go through a formal interview, hiring and onboarding process as well as being setup with departmental mentors to help guide them throughout the process. The youth learned about themselves, the work local government staff do on a daily basis as well as their overall community. They presented in front of their peers, staff, city management team and city council.
Conflict Resolution Center of Cabarrus County (CDBG-CV)	50	The funding helped with supplies for the organization that provides mediation services for low to moderate income residents to avoid going to Court.
Community Care Clinic (CDBG-CV)	52	This grant provided dentures for city residents who fall within the low to extremely low income criteria.
Bright Minds Academy (CDBG-CV)	46	Through the summer-school program, Bright Minds Academy was able to assist k-12 students to overcome educational barriers and behavioral struggles (trauma-induced tantrums) through certified Parent-Child Interaction Therapy.

Meals on Wheels (CDBG-CV)	20	CDBG funding allowed Meals on Wheels to deliver healthy groceries to 20 home-bound residents. They provided 165 grocery deliveries using the CDBG grant.

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. The City's partnership with the Salisbury Community Development Corporation resulted in exceeding our targets in several goals.

Goal 6: Affirmatively further Fair Housing

In 2023-2024, several programs and activities were geared toward promoting awareness of Fair Housing. These included:

- Translated brochures including "What to know before you rent", "Tenants' Rights", and "The Role of a Landlord" into Spanish.
- Attended several events including the Hispanic Community Resources Fair, National Night Out, Juneteenth, and the Pride Day Festivals to hand out information about tenants' rights.
- Joined a monthly meeting of property managers to discuss a variety of issues, including Fair Housing.
- Spoke at an event for the Rowan County Association of Realtors about Minimum Housing

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		CDBG: $5000	Other	Other	100	387	387.00%	100	100	100.00%
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	1690	1,352.00%	100	0	0.00%
Increase supply of decent, affordable housing	Affordable Housing	CDBG: $	Homeowner Housing Rehabilitated	Household Housing Unit	25	14	56.00%	3	4	133.33%
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	3972	763.85%	130	351	270.00%
Provide assistance to public service agencies	Homeless Non-Homeless Special Needs	CDBG: $	Homeless Person Overnight Shelter	Persons Assisted	750	1123	149.73%	150	240	160.00%
Provide opportunities for home ownership	Affordable Housing		Direct Financial Assistance to Homebuyers	Households Assisted	8	7	87.50%	2	3	150%

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 FY 23-24 year we were able to meet or exceed targets established at the beginning of the year, with the exception that we did not complete a public infrastructure project. There is still a surge in need of services provided by public service subrecipients. Funds provided through the CARES Act enabled us to offer more funding to non-profit agencies than was anticipated, and the numbers of beneficiaries reflect that. The Salisbury Community Development Corporation was able to meet targets for owner-occupied rehabilitations; however, the waiting list continues to grow. Inflationary costs continue to cause challenges for owner occupied rehabilitation and sidewalk 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	247
Black or African American	273
Asian	7
American Indian or American Native	3
Native Hawaiian or Other Pacific Islander	4
Multiracial	**69**
Total	**603**
Hispanic	28
Not Hispanic	575

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

Narrative

During FY 23-24, the City's housing programs and public service agencies assisted over beneficiaries. Of those, 45% identified as Black or African American, 41% identified as White. 69 individuals identified as multiracial and 28 identified as 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	327,356	TBD
Other	public - federal	0	

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	
Jersey City Neighborhood	25	0	
North Main Neighborhood	10	0	
Park Avenue Neighborhood			
West End Neighborhood	10	0	

Table 4 – Identify the geographic distribution and location of investments

Narrative

CDBG funds were used for scattered site owner occupied rehabilitations in the Chestnut Hill and Merritt neighborhoods, as well as in the vicinity of Newsome Road. Public Service Agencies serve a city-wide population.

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.

For the past five years the City has allocated a significant amount of funding to a housing program 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. Clean-up has been completed, and the City is in the progress of developing an RFP which could include stipulations or requirements for the creation of new affordable housing in the future redevelopment of the site. The site is expected have have approximately 150 mixed income housing units when complete, with a combination of senior housing, townhomes, duplexes and for-sale single family.

Additionally, the City's Police Department aquired a grant through the Bryne Criminal Justice Innovation program, amounting to 800,000 to implement crime reduction initiatives in the West End Neighborhood. Beautification and traffic calming projects, including the City's BlockWork project occurred or are planned in the West End Neighborhood in coming months.

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	**0**	**0**

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	3	4
Number of households supported through Acquisition of Existing Units	0	0
Total	**3**	**4**

Table 6 – Number of Households Supported

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

This year, the Community Development Corporation has exceeded its goals and produced an outcome of 4 housing units rehabilitated. No problems were encountered in meeting its goals.

Discuss how these outcomes will impact future annual action plans.

While the City and it's partner the Community Development Corporation were able to meet our goals this year for owner-occupied rehabilitation, it has become increasingly expensive. The per unit cost to rehabilitate units is getting very high. In the future, the City may look for ways to leverage the funds for a broader 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	2	0
Low-income	2	0
Moderate-income	0	0
Total	**4**	**0**

Table 7 – Number of Households Served

Narrative Information

Four households received services to rehabilitate their homes and bring them up to code. All households are comprised of elderly individuals. Two households have incomes between 31-50% of Area Median Income, and two households had incomes between 51-80% of Area Median income (adjusting for household size).

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 to implement compassionate leadership as it pertains to homelessness. When the Police/Code Enforcement are called for a homelessness issue such as squatting for tenting in unauthorized areas, Code enforcement staff responds with homeless shelter Case Management staff as a team effort to meet the homeless where they are, directly offering them resources while simultaneously enforcing justice. In addition to policy change, the City has continued to employ a Homeless Advocate that is housed within the Police Department. The Homeless Advocate serves the homeless citizens first, making it a priority daily to meet and interact, and assess their needs. The advocate also works closely with the local homeless shelter and other efforts in the City to assess to make proper referrals to community resources.
The City is committed to the homelessness issue and the struggles of its homeless residents. This year, the City budgeted for and hired an additional Homeless Advocate to work with the unsheltered population to find assistance and resources.

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. Rowan Helping Ministries completed construction of a 10 unit transitoinal housing development, with a grant from the City of Salisbury, and is in the planning stages of developing 12 permanent supportive housing units, and has been awarded

the City's share of HOME-ARP funding.

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 has supported Rowan Helping Ministries with a CDBG grant to help with the salary of case managers. Case managers connect clients with resources in the local community that equip them with skills to move forward successfully from the shelter. Some of the partners that the Case Manager's build relationships with include Rowan Cabarrus Community College (RCCC), Goodwill Career Connections and NCworks. Clients are assisted with creating resumes, finding jobs online, learning computer skills and interview preparation.

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. To enable and assist a safe transition into permanent housing, the City’s Homeless Task Force pay for detox programs and connect Homeless citizens with providers of medical assistance to ensure that they are health and safe to be on their own. The task force also provides NC state ID’s, provide workforce development, assist with acquiring identification documents and provide free treatment (substance use and mental health).

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. The City is working with a consultant to perform a housing market and needs analysis and has identified the Rowan County Housing Authority and the Salisbury Housing Authority as key stakeholders in the process of developing a strategy.

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

Not applicable

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)

- Increase the supply of housing for all incomes, and those with special needs by completing and taking steps toward implementing the 10-year Housing Strategy with funding recommended in the study including Housing and Urban Development (HUD) collaboration.
- Continue to build partnerships to provide services to the unhoused population as well as short- and long-term housing.
- Seek developer partnership and funding/incentives for mixed-income and senior housing neighborhoods.

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. The City is not preparing to pilot the micro-transit project that 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)

Upon City Council approval of $175,000 to conduct a 10-year Comprehensive Housing Strategy, the City has selected Thomas P. Miller and Associates to work with the Planning and Neighborhoods department in developing the Housing Strategy. Work has started on the strategy, with the goal of evaluating current programs, and to better aligning resources (federal, state and local) with housing and community development needs.

Actions taken to enhance coordination between public and private housing and social service

agencies. 91.220(k); 91.320(j)

The Salisbury Human Relations Commission 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)

The City of Salisbury conducted an Analysis of Impediments to Fair Housing in 2019 that the City has continuously used to carry out actions to overcome impediments to fair housing. The City conductions a cross-departmental approach to the issue of fair housing by joining forces with Planning and Code Enforcements department, to ensure that citizens are educated on their housing rights and be held accountable to minimum housing codes. Initiatives to create a formalized structure for a local fair housing system is in progress.

- Translated brochures including "What to know before you rent", "Tenants' Rights", and "The Role of a Landlord" into Spanish.
- Attended several events including the Hispanic Community Resources Fair, National Night Out, Juneteenth, and the Pride Day Festivals to hand out information about tenants' rights.
- Joined a monthly meeting of property managers to discuss a variety of issues, including Fair Housing
- Spoke at an event for the Rowan County Association of Realtors about Minimum 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

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. Planning staff conduct 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 Planning Staff maintains consistent communication with the subrecipients, reminding them of the program's requirements such as who the recipients of the funds should be, how to tract it and keep documentation for monitoring visits. Timeliness of expenditures is another component of compliance with program goals. During the program year, the Planning Staff assists public service agencies by ensuring that expenditure is recorded justifiably to facilitate seamless requests for reimbursements allowing for the disbursement of funds to occur in a timely manner and that the agency does not incur a backlog of unspent funds.
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.

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.

There are no changes in the jurisdiction's program objectives. However, the City of Salisbury has initiated the process of creating a Housing Strategy that will inform the City's internal procedures to achieve its housing goals as detailed in the comprehensive plan. Developing the strategy has involved

creating a survey and distributing a survey in which we received over 500 responses; hosting stakeholder workshops with approximately 50 participants, and in depth interviews with approximately 10 local stakeholders. We are currently in draft strategy development.

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)

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.

There are no changes in the jurisdiction's program objectives. However, the City of Salisbury is in the midst of developing a Housing Strategy that will inform the City's internal procedures to achieve its housing goals as detailed in the comprehensive plan. Developing the strategy has involved creating a survey and distributing a survey in which we received over 500 responses; hosting stakeholder workshops with approximately 50 participants, and in depth interviews with approximately 10 local stakeholders. We are currently in draft strategy development.

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-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	0				
Total Section 3 Worker Hours	0				
Total Targeted Section 3 Worker Hours	0				

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