



City of Sanford
Program Year 2011-2012
Consolidated
Annual Performance
And
Evaluation Report
(CAPER)



City of Sanford
Office of the City Manager
December 2012

City of Sanford, Florida
 First Program Year CAPER
 2010 – 2014 Consolidated Plan
 2011-2012 Action Plan

Executive Summary

Assessment of year two Goals and Objectives

In the One-Year Action Plan for Fiscal Year 2011-2012 (the second year of the 2010-2014 Five-Year Consolidated Plan), the \$404,880.00 of funds was allocated as follows:

| Public Services | Amount | Status |
|---|-----------|--|
| Services for Senior Citizens | \$30,000. | Decreased funds transferred to senior housing rehabilitation |
| Services for Youth | \$30,000 | Youth Empowerment and Leadership Development Academy program was funded |
| Public Facilities | | |
| Hopper Academy Improvements | \$100,000 | Activity defunded due to the high cost of rehabilitation of the building and the lack of matching funds anticipated from the Florida Department of State, Division of Historical Resources. The funds are in the process of being reallocated to homeless services and infrastructure improvements |
| Affordable Housing (Rehabilitation) | | |
| Senior Citizen Owner Occupied Housing Rehabilitation | \$80,000 | In progress, difficulty with the Environmental Review resulting in the establishment of a tier review process. At the end of the program year still waiting on the release of funds for the housing program |
| Home Improvement (Minor rehabilitation and emergency repairs) for owner occupied houses | \$65,906 | See above. One property was approved for rehabilitation, the property is to be used as transitional housing for the homeless |

| | | |
|--|------------------|---|
| Code Enforcement | | |
| Clearance and demolition | \$18,000 | In progress- two (2) blighted properties demolished |
| Planning/Administration | | |
| General administration of the CDBG Grant | \$80,974 | In progress |
| TOTAL | \$404,880 | |

Several of the proposed programs are actively being pursued and in various stages of implementation and several have been delayed and or cancelled/defunded and scheduled for amendment due to extenuating circumstances that will be explained later in the report.

General Overview

It is important to note the first program year was fast paced and eventful. A series of events played a significant role in the delay and status of program activities. Although staff was diligently working on the program goals and objectives, there were some realities that were noteworthy to help understand the status of the first year program activities.

October 1, 2010 was the first year for the City of Sanford, Florida as an Entitlement City under the HUD Community Development Block Grant Program, Jacksonville HUD Office CPD. Having been a partner in the Seminole County Urban County Entitlement allocation for years, being a first year grantee, there was a huge learning curve for staff assigned to the CDBG program as well as City policy maker and management. In addition to staff taking available HUD scheduled CDBG basic training, staff also was responsible for familiarizing City Commissioner and management with HUD requirements and expectations of Entitlement Cities as it pertain to being the responsible entity for fulfilling the broader goals and objectives of HUD. This also included ongoing briefing of the Commissioners and management on the CDBG program requirements.

Also, as noted in the first year Report during the first year of the program it was noted the City was engaged in a search for a City Manager, a process that took approximately seven (7) months. In August 2011 the City Commission officially hired Norton N. Bonaparte, Jr. as the new City Manager and he started in September of 2011. Also, during this time a new Mayor and one new City Commissioner were elected to office in November of 2010 and started their terms January 2011.

During the past program year 2011-2012 the City of Sanford was shocked by the Trayvon Martin case that drew nation attention to the City. In February of 2012 the City of Sanford was unexpectedly rocked by the tragic death of Trayvon Martin and the grim circumstances surrounding the altercation that lead to his death. The reaction of some in the community to the Sanford Police Department not making an immediate arrest of the suspect drew national attention from the media, civil rights organizations, social justice agencies, Department of Justice, Law enforcement agencies, the Governor’s Office and Faith based organizations, Neo-Nazi groups, New Black Panther Party, the Dream Defenders etc. These groups were taking an assertive and vocal stance on one side or the other on the issues of the arrest. As the investigation continued without an arrest the social unrest grew as did the social activism. As a result of the

tension and the barrage of national media coverage; the already strained relationship between the Sanford Police Department and the Black Community in particular reached crisis levels and communications and negotiations between the City Officials and the concerned citizens' deteriorated and turned into accusations, demands and threats.

In response to the mounting community tension CDBG staff responsibilities were expanded to include assisting with community relations and public information management. The CDBG administrative assistant was assigned to work with the Public Information Consultant to manage the City's image and responding to the thousands of emails and telephone call that jammed the City's communication system for weeks. The CDBG program specialist was asked to take on the added responsibility of coordinating the City's community relations efforts to move the City forward.

As tension grew a series of town hall meetings were held by various organization e.g. NAACP, Senator Gary Siplin, Concerned Citizens Groups, and the media. After the issues with the Martin/Zimmerman case and the Police Department began to subside, the community refocused its concerns and frustration to the physical infrastructure conditions of the predominately Black neighborhoods (Goldsboro and Georgetown) which are the primary target areas for the City's CDBG program. To be specific the concerns and complaints included but not limited to: no sidewalks, no curbs, poor lighting, poor drainage, old dilapidated housing, blighted structures, no employment and training opportunities for the youth, high unemployment rates, high drop out rates for students, lack of youth programs, etc. During these meetings the community expressed a high level of dissatisfaction with the CDBG activities proposed in the first year of the program and demanded the facilities improvement projects be terminated and the funds reallocated to housing, infrastructure and youth programs in the target area.

The residual impact of the Martin/Zimmerman case, resulting in numerous town hall meetings, marches, protests and thousands of emails and telephones affected the overall City operations and particularly City Administration. The unrest in the community especially impacted the Community Development Block Grant program. In response to unrest and growing concerns the City Manager and the CDBG staff engaged in numerous meeting with the concerned community and reworked the community needs assessment to prioritize infrastructure improvement, housing rehabilitation, economic development, and youth programs. Several project funded during year one and year two were defunded due to a lack of progress on identifying matching funding.

Meeting the Needs of the Underserved

In an effort to address the needs of the underserved in the target areas, the City of Sanford is re-instituting the Sanford Neighborhood Action Partnership (SNAP) program in the Goldsboro neighbor. The program will work with residents to help solve problems from a multi departmental approach. Issues to be addressed include but limited to lighting, housing, sidewalks, street cleaning, crime prevention, human services needs etc. The SNAP meeting will occur once a month in the neighborhood.

Also, Commissioner's are encouraged to hold district meeting on a regular bases. This year three of the four Commissioners held a district meeting to hear from the residents as to unmet needs.

Coffee and Tea with the Mayor and City Manager is another effort started by the City Manger this year to increase contact with the public and provide another avenue for residents to register concerns/issues as well compliments with elected officials and City staff.

Prior to the Trayvon Martin incident the City was in the process of planning for a City Strategic Plan/Visioning process to assess the City total needs and a vision for the future. The Visioning process has been resumed and consultants retained to conduct the process. .

Citizens Participation

All activities proposed for funding under the CDBG Federal grant program were approved by the City of Sanford City Commission after widespread public notice and solicitation of input from (mostly low and moderate income target area) citizens, local community groups, human services providers, faith based organizations and other interested entities. Notice of the relevant public meetings, hearings, comment period and etc. was advertised in the Sanford Herald, posted on the City's website, and posted on the public bulletin board at City Hall. Copies of the Public Notice are included as attachments.

In addition to the City's Citizen's Participation Plan in the CDBG Planning process other opportunities are also being provided for citizens' input:

- Commissioner District meetings
- Coffee and Tea with the Mayor and City Manager
- Sanford Neighborhood Action Partnership (SNAP)

Affirmatively Furthering Fair Housing

The City of Sanford Comprehensive Plan Housing Element Section noted the following comments concerning potential barriers to affordable housing within the City limits "Potential Impediments to Meeting Demands. The potential hurdles include limited funding for affordable housing, implementation of policies promoting urban infill and redevelopment, and development regulations which make housing development more expensive housing. The City Commission does have the power to waive, discount, or defer impact fees for affordable housing. These programs should be reviewed for success and potential for improvement.

Actions taken:

- In collaboration with Seminole County establish a payment plan for homeowners above the income level to pay potable water connection fees.
- Contracted with GoldenRule Housing and Community Development Inc to provide housing counseling and tenant's rights education.
- In collaboration with Seminole County Community Services Housing office the City of Sanford is aggressively working to identify a site for affordable senior housing.
- Working collaboratively with Habitat for Humanities to identify City owned vacant buildable lots for donation and providing support such as demolition cost for other Habitat projects
- In fiscal year 2012-13 the City of Sanford will retain a consultant to complete our Analysis of Impediments to Fair Housing.

Affordable Housing Assessment

Not being a direct recipient of traditional housing program funds i.e. HOME, TBRA and SHIP, the City of Sanford has and continues to rely on Seminole County to assist with addressing

affordable housing for the very low and low income residents of the City of Sanford. Although Seminole County and Habitat for Humanities continues to collaborate with the City of Sanford and private developers to increase the quantity of quality affordable housing units in the City, the reality of the situation is decreased funding, which poses a real challenge to keeping up with the need/demand for affordable housing.

The ongoing need for affordable housing continues to be exasperated by the condemnation and closing of the federally funded City of Sanford Housing Authority's six (6) public housing complexes. The condemnation involved closing 474 of 480 public housing units operated by The Sanford Housing Authority (SHA). The SHA retained their 90 Section 8 housing vouchers. Under the supervision of the Orlando Housing Authority (OHA) the majority of the public housing residents have been successfully relocated within Seminole County. The City continues to work with the SHA/OHA to develop a planning process for future re-development and use of the six complexes.

The City has worked closely with Habitat for Humanities to identify buildable, vacant lots and donate them to Habitat for building low-income homes. During the past year the City of Sanford successful partnered with Habitat in the building for four (4) new affordable energy efficient homes for low income residents. Also, in collaboration with Habitat and one of the local radio stations (Monsters in the Morning) the first "Monster House" was built for a low income family.

Through the use of CDBG funds the City of Sanford implemented a limited senior housing rehabilitation program with plans for expansion in the coming year. Also CDBG funds were slated funding emergency repairs and weatherization repairs for owner occupied housing. GoldenRule Housing and Community Development Inc. agency continues to provide housing and homeownership counseling to low income individuals. CDBG funds continued to be used for demolition of blighted structures in the targeted areas. Also, the City of Sanford is using the NSP-3 program funds received to purchase and the resale of affordable housing as well as providing housing purchasing assistance to low income residents and affordable rental units for very low income residents. The City of Sanford continues to administer the Low-Income Energy Assistance Program (L.I.H.E.A.P.).

Lead-based Paint

The overall goal of the City is to reduce or eliminate lead-based paint hazards and prevent childhood lead poisoning. This will be accomplished through a coordinated effort of public and private sectors. All housing proposed for rehabilitation is screened by the year built to determine possible LBP hazard. The owner is given the EPA Fact Sheet - *Identifying Lead Hazards in Your Home* and the EPA publication - *Protect Your Family from Lead in Your Home*. During the feasibility inspection, if the inspector identifies a potential LBP problem, he notifies the owner and may test the suspect area with a swab or take a sample to be processed through the County Health Department.

In every program where federal funds are expended on a housing unit, the City incorporates the current procedures for hazard reduction or LBP abatement guidelines as defined in 24 CFR Part 35.

Actions proposed or being taken to evaluate and reduce lead-based paint hazards

Due to funding limitations, the City, in conjunction with Seminole County occasionally funds and subsidizes city based affordable housing development. This is accomplished through the encouragement and development of new affordable units, or the rehabilitation of existing units built after 1977, as opposed to rehabilitating pre-1978 units, both for renters and homebuyers, in

order to increase the inventory of lead-free housing units. However, since the City and or Seminole County also accepts and occasionally funds proposals to renovate existing housing units (sometimes built prior to 1978), all housing units built prior to 1978 will be comprehensively tested for lead-based paint. If such units contain lead-based paint and are approved for funding, then they will be dealt with by encapsulating, abating, or clearing the lead-based paint. Housing units with chipped or peeling lead-based paint will be avoided to the extent feasible and possible, due to the anticipated expense, and owners of such units will be encouraged to eliminate any hazards. In all situations, the City will comply with Federal regulations (24 CFR 35) in dealing with lead-based paint in residential properties. Any treatment or abatement of lead-based paint will be funded by participating agencies, but closely monitored by the City and Seminole County.

Outcome: This procedure will be used for all housing rehabilitation program currently being implemented.

Monitoring

The City will monitor and evaluate program participants. The process will involve monthly activity reports, telephone contacts, written communication, analysis of reports and audits, onsite visits, and meetings when applicable. The primary goal of the monitoring is to test capacity, identify deficiencies and advocate modifications to improve reinforce or augment participants' performance. Both internal and external agencies and departments will be subject to this review process.

The City will monitor each program participant annually or more frequently if circumstances should require it i.e. high risk activities, new sub-recipient, high turnover within organization, etc. The purpose of the monitoring is to measure compliance with requirements of the program

Outcome:

The proposed monitoring process was used for the Youth Employment and Leadership Development Academy projects currently being funded by

Leveraging Resources

The City of Sanford, Florida received \$485,388 in CDBG funds for Program Year 2010-11 and anticipated approximately \$8 million in other federal and state funding to address the needs identified in the City Plan through other City and County programs. At this time, the City can only verify funds from Section 8 and City programs totaling approximately \$3.8 million leveraged during program year 2010-2011.

Self Evaluation

The evaluation of CDBG funds used in 2010-2011 although consistent with the Plan clearly indicates the impact of the learning curve associated with being a new Entitlement City. Also, the City experienced delays caused by underestimating the time necessary to establish administrative procedures, protocol and policies before implementation of activities could occur. The first year 2010 – 2011 was a series of delays caused by details, logistics and verification of correct procedures with HUD CDP representative.

Financial Reporting

Financial oversight and drawdown of funds in a timely manner did not occur and needs improvement. Due to the slow expenditure and draw down of funds The City of Sanford was placed on Quarterly Reporting as the 20112 FY. During the 2011-12 FY the City claimed

approximately \$29,059.76 in carry-over pre-award administrative cost associated with writing the Five-Year Consolidated Plan. Also, during the program year 2011-2012 the City incurred an additional \$43,679.57 in administrative cost. In total for the 2011-2012 program years the City of Sanford incurred administrative expenses of \$72,739.33 and program expenses of \$30,909.00.

During the year the City drew down \$209,034.50 against expenses of \$270,472.13 leaving a balance of \$61,794.63 to be drawn down.

As noted earlier, the administrative assistant for the program was reassigned to the Public Information Officer position and a temp services employee was retained the temp was not trained in nor authorized for IDIS or DRGR systems. The lack of a trained support staff person impacted the timeliness of generating necessary report. Sheena Britton was hired to fill the position of administrative specialist in November and is scheduled for IDIS training tentatively scheduled for January in Miami FL.

The delay in drawing down funds is not an indication that City does not need the funds or the City is not carrying out the proposed activities in the Consolidated Plan but rather unplanned demands on staff resources necessary to perform all the IDIS functions necessary. Please be assured the City of Sanford recognizes the importance of drawing down funds on a timely bases and every effort is underway to expedite the drawdown as quickly as possible. In the future the drawdown's will be conducted in a timely manner and necessary reports completed. The CDBG and financial staff are aware of the July 1, 2013 requirement of no more than 1.5 limits on funds and the loss of funds penalty associated with it with non-compliance.

Annual Objectives CDBG Program

The following is a summary assessment of the four objectives that was identified to be addressed during the program year 2011-2012.

Homeless Objectives

- *Partial funding for the acquisition of a new homeless facility.*

Outcome: The City established a Task Force consisting of representatives from homeless services agencies to assess the voids in homeless services and how the City might assist in filling the gap. The City is in the process of identifying a facility to serve as a Day Center for the homeless. Also the City in collaboration with Seminole County Human Services Department is working to increase the capacity of the Rescue Outreach Mission for the homeless in Sanford and Seminole County.

Special Needs Objectives

- *Provide opportunities for senior citizens and youth to receive support services.*

Outcome: Due to the cost associated with the rehabilitation cost of the facility (Hopper Academy) identified for the public services, the funding allocated for this activities has been transferred to other activities.

- *Provide facility improvements for local services distribution.*

Outcome: In progress

- *Increase access for improved job skills, training and increased self sufficiency.*

Outcome: The Youth Empowerment and Leadership Development Academy was funded to assist 25 youth with employment, training and leadership development.

- *Partial funding for a new homeless facility.*

Outcome: See above

Community Development Objectives

- *Partial funding for a new homeless facility.*

Outcome: Funds have been allocated for the partial funding of a homeless Day Center

- *Target area public facility improvements.*

Outcome: In progress

- *Public and emergency services for at-risk populations.*

Outcome: On hold

- *Eliminate slum and blighting influences in low income communities.*

Outcome: City Code Enforcement office has identified several properties to be demolished; two demolitions occurred during the program year.

Housing Objectives

- *Provide opportunity for affordable housing in-fill construction on cleared vacant lots*

Outcome: City Code Enforcement Office has identified several properties to be demolished and two lots were donated to Habitat for Humanities for new house construction.

- *Provide homeowner occupied housing rehabilitation assistance to Senior Citizens*

Outcome: Sub-grantee identified and contracted with to administer the Senior Housing Rehabilitation program. Unfortunately, due to City insurance requirements, ERR issues for the area and other regulations the implementation of the program has taken longer than anticipated. Although there are approximately 30 homeowners on a waiting list, unfortunately no houses were actually rehabilitated during the program year.

- *Provide housing rehabilitation for homeowner occupied housing rehabilitation*

Outcome: See above

General Assessment

City of Sanford accomplishment, compared to Goals and Objectives for the program year. 2010-2011 as listed in the 2010-2014 Five Year Consolidated Plan are as follows:

CDBG accomplishments obtained during program year.

Community Development

Goal # 1

Rehabilitate and upgrade the infrastructure in the low/mod target areas.

Objective: Rehabilitate two streets and or accompanying storm-water drainage facilities to eliminate deteriorating street and flooding instances.

No infrastructure activities were planned for the second year of the Plan.

Goal # 2

Make improvements to or develop new public facilities.

Objective: Improve public facilities

One public facility was identified in this years Plan of improvements; Hopper Academy, Unfortunately due the high cost of refurbishing the facility combined with no identifiable matching funds the project was defunded.

Efforts are underway to identify a facility use as a day center for the homeless and meal sharing programs. Approximately \$45,000.00 has been set aside for this project.

Goal # 3

Provide public services to low and moderate income residents.

Objective: Provide public services to at least 400 low/mod income persons.

This year the Youth Empowerment and Leadership Development Academy was funded providing employment and leadership training for 25 youth from low and moderate income families in the target areas of Georgetown and Goldsboro neighborhoods.

Goal # 4

Provide for the demolition and clearance of unsafe, vacant and dilapidated structures.

Objective: Demolish and clear at least 15 unsafe, vacant and/or dilapidated structures on a citywide basis to eliminate blight.

Two structures were scheduled for demolition during the FY

Goal # 5

Design and install sidewalks in target area and low income service areas.

Objective: Design and install 600 linear feet of sidewalk in target areas and low income service areas.

No sidewalk installation was scheduled for this program year.

Housing

Goal # 1

Maintain the existing housing stock through effective and continued code enforcement.

Objective: Bring 10 units up to applicable codes.

No Code Enforcement activity was scheduled for this program year.

Goal # 2

Identify possible vacant lots or properties where demolished vacant or dilapidated housing structures have been removed for use as potential affordable housing.

Objective: Identify 4 vacant lots as potential affordable housing opportunities.

In collaboration with Habitat for Humanities two vacant was identified for affordable housing and two blighted structure to be demolished and donated for affordable housing.

Goal # 3

Provide housing rehabilitation for owner-occupied housing units.

Objective: Rehabilitate 5 housing units.

A senior housing rehabilitation program was established with Meals-On-Wheels and Etc. Although there are approximately 30 people waiting on a waiting list, the startup of the program was further delayed due to environmental review issues identified in the ERR for the area. The ERR issues has been addressed and request for funds submitted.

Goal # 4

Provide assistance through the Federal low income Home Energy Assistance Program (L.I.H.E.A.P.).

Objective: L.I.H.E.A.P. funds will serve approximately 3,160 clients in the program this year at a total cost of \$1,514,383.00.

L.I.H.E.A.P. provided services to 3,160 plus low income persons during the program year.

Homeless Objectives

Goal # 1

The Continuum's highest priorities are the ending chronic homelessness, housing families with children, and providing shelter and transitional housing.

Objective: To support the regional Orlando, Orange, Osceola, Seminole County Continuum of Care and to sustain the Homeless Services Network of Central Florida as funds become available.

The City of Sanford established a Homeless Task Force to assess the homeless services in the City of Sanford and assess the additional needs. The City is in search of a facility to serve as a day center for the needy and homeless.

The City of Sanford will continue to make referrals to the Homeless Services Network of Central Florida.

The City of Sanford continued to work closely with the Homeless Services Network to address the needs of the homeless and support proposals for homeless funding sought by HSN.

ATTACHMENTS

Priority Housing Needs/Investment Plan Table
(Table 2A)

| Priority Need | 5-Yr. Goal Plan/Act | Yr. 1 Goal Plan/Act | Yr. 2 Goal Plan/Act | Yr. 3 Goal Plan/Act | Yr. 4 Goal Plan/Act | Yr. 5 Goal Plan/Act |
|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <u>Renters</u> | NA | | NA | | | |
| 0 - 30 of MFI | | | | | | |
| 31 - 50% of MFI | | | | | | |
| 51 - 80% of MFI | | | | | | |
| <u>Owners</u> | | | | | | |
| 0 - 30 of MFI | 10 | 0/0 | 0/0 | | | |
| 31 - 50 of MFI | 30 | 0/0 | 0/0 | | | |
| 51 - 80% of MFI | | | | | | |
| Homeless* | NA | | NA | | | |
| Individuals | | | | | | |
| Families | | | | | | |
| Non-Homeless Special Needs | NA | | NA | | | |
| Physical Disability | | | | | | |
| Mental Disability | | | | | | |
| Developmental Disability | | | | | | |
| HIV/AIDS | | | | | | |
| <u>Total</u> | 40 | 0/0 | 0/0 | | | |
| <u>Total Section 215</u> | NA | | NA | | | |
| 212 Renter | | | | | | |
| 215 Owner | | | | | | |

* Homeless individuals and families assisted with transitional and permanent housing

Priority Housing Activities/Investment Plan Table
(Table 2A)

| Priority Need | 5-Yr. Goal Plan/Act | Yr. 1 Goal Plan/Act | Yr. 2 Goal Plan/Act | Yr. 3 Goal Plan/Act | Yr. 4 Goal Plan/Act | Yr. 5 Goal Plan/Act |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| CDBG | | | | | | |
| Acquisition of existing rental units | | | | | | |
| Production of new rental units | | | | | | |
| Rehabilitation of existing rental units | | | | | | |
| Rental assistance | | | | | | |
| Acquisition of existing owner units | | | | | | |
| Production of new owner units | | | | | | |
| Rehabilitation of existing owner units | 15 | 5/0 | 5/0 | | | |
| Homeownership assistance | | | | | | |
| HOME | | | | | | |
| Acquisition of existing rental units | | | | | | |
| Production of new rental units | | | | | | |
| Rehabilitation of existing rental units | | | | | | |
| Rental assistance | | | | | | |
| Acquisition of existing owner units | | | | | | |
| Production of new owner units | | | | | | |
| Rehabilitation of existing owner units | | | | | | |
| Homeownership assistance | | | | | | |
| HOPWA | | | | | | |
| Rental assistance | | | | | | |
| Short term rent/mortgage utility payments | | | | | | |
| Facility based housing development | | | | | | |
| Facility based housing operations | | | | | | |
| Supportive services | | | | | | |
| Other | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

Annual Housing Completion Goals
(Table 3B)

| Grantee Name: Program Year: | Expected Annual Number of Units To Be Completed | Actual Annual Number of Units Completed | Resources used during the period | | | |
|--|---|---|----------------------------------|--------------------------|--------------------------|--------------------------|
| | | | CDBG | HOME | ESG | HOPWA |
| ANNUAL AFFORDABLE HOUSING GOALS (SEC. 215) | | | | | | |
| Homeless households | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Non-homeless households | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Special needs households | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ANNUAL AFFORDABLE RENTAL HOUSING GOALS (SEC. 215) | | | | | | |
| Acquisition of existing units | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Production of new units | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Rehabilitation of existing units | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Rental Assistance | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Total Sec. 215 Affordable Rental | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ANNUAL AFFORDABLE OWNER HOUSING GOALS (SEC. 215) | | | | | | |
| Acquisition of existing units | | | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Production of new units | | | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Rehabilitation of existing units | | | <input type="checkbox"/> | <input type="checkbox"/> | | |
| Homebuyer Assistance | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Total Sec. 215 Affordable Owner | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ANNUAL AFFORDABLE HOUSING GOALS (SEC. 215) | | | | | | |
| Acquisition of existing units | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Production of new units | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Rehabilitation of existing units | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Homebuyer Assistance | | | <input type="checkbox"/> | <input type="checkbox"/> | | <input type="checkbox"/> |
| Total Sec. 215 Affordable Housing | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ANNUAL HOUSING GOALS | | | | | | |
| Annual Rental Housing Goal | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Annual Owner Housing Goal | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Total Annual Housing Goal | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Priority Community Development Activities

(Table 2B)

| Priority Need | 5-Yr. Goal Plan/Act | Yr. 1 Goal Plan/Act | Yr. 2 Goal Plan/Act | Yr. 3 Goal Plan/Act | Yr. 4 Goal Plan/Act | Yr. 5 Goal Plan/Act |
|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Acquisition of Real Property | | | | | | |
| Disposition | | | | | | |
| Clearance and Demolition | 15 | 3/0 | 3/2 | | | |
| Clearance of Contaminated Sites | | | | | | |
| Code Enforcement | 10 | 2/0 | 3/0 | | | |
| Public Facility (General) | | | | | | |
| Senior Centers | | | | | | |
| Handicapped Centers | | | | | | |
| Homeless Facilities | 1 | 1/0 | | | | |
| Youth Centers | | | | | | |
| Neighborhood Facilities | | 4/3 | 1/1 | | | |
| Child Care Centers | | | | | | |
| Health Facilities | | | | | | |
| Mental Health Facilities | | | | | | |
| Parks and/or Recreation Facilities | | | | | | |
| Parking Facilities | | | | | | |
| Tree Planting | | | | | | |
| Fire Stations/Equipment | | | | | | |
| Abused/Neglected Children Facilities | | | | | | |
| Asbestos Removal | | | | | | |
| Non-Residential Historic Preservation | | | | | | |
| Other Public Facility Needs | | | | | | |
| Infrastructure (General) | | | | | | |
| Water/Sewer Improvements | | | | | | |
| Street Improvements | 2 | | 0 | | | |
| Sidewalks | 600 LF | | 0 | | | |
| Solid Waste Disposal Improvements | | | | | | |
| Flood Drainage Improvements | | | | | | |
| Other Infrastructure | | | | | | |
| Public Services (General) | | | | | | |
| Senior Services | 1 | 1/0 | | | | |
| Handicapped Services | | | | | | |
| Legal Services | | | | | | |
| Youth Services | 1 | 1/0 | 25 | | | |
| Child Care Services | | | | | | |
| Transportation Services | | | | | | |
| Substance Abuse Services | | | | | | |
| Employment/Training Services | 1 | 1/0 | 25 | | | |
| Health Services | | | | | | |
| Lead Hazard Screening | | | | | | |
| Crime Awareness | | | | | | |
| Fair Housing Activities | | | | | | |
| Tenant Landlord Counseling | | | | | | |
| Other Services | | | | | | |
| Economic Development (General) | | | | | | |
| C/I Land Acquisition/Disposition | | | | | | |
| C/I Infrastructure Development | | | | | | |
| C/I Building Acq/Const/Rehab | | | | | | |
| Other C/I | | | | | | |
| ED Assistance to For-Profit | | | | | | |
| ED Technical Assistance | | | | | | |
| Micro-enterprise Assistance | | | | | | |
| Other | | | | | | |

OUTCOME PERFORMANCE MEASUREMENTS

(Table 1C, 2C, 3A)

| Availability/Accessibility of Decent Housing (DH-1) | | | | | | | |
|---|--|------------------------|-------------|-------------------------------|------------------------|----------------------|-------------------------|
| Specific Objective | | Source of Funds | Year | Performance Indicators | Expected Number | Actual Number | Percent Achieved |
| DH1.1 | Bring 10 units up to applicable code | CDBG | 2010 | # of units improved | 0 | 0 | 0% |
| | | | 2011 | | 3 | 1 | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| <u>MULTI-YEAR GOAL</u> | | | | | | | % |
| Affordability of Decent Housing (DH-2) | | | | | | | |
| DH2.1 | Identify 4 vacant lots as potential affordable housing opportunities | | 2010 | # of vacant lots identified | 0 | 2 | 50 % |
| | | | 2011 | | 2 | 1 | 75% |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| <u>MULTI-YEAR GOAL</u> | | | | | | | % |
| Sustainability of Decent Housing (DH-3) | | | | | | | |
| DH3.1 | Rehabilitate 5 housing units | | 2010 | 3 of units rehabilitated | 0 | 0 | 0 % |
| | | | 2011 | | 0 | 0 | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| <u>MULTI-YEAR GOAL</u> | | | | | | | % |
| Availability/Accessibility of Suitable Living Environment (SL-1) | | | | | | | |
| SL1.1 | Rehabilitate 2 streets and/or accompanying storm-water drainage | | 2010 | | 0 | 0 | 0 % |
| | | | 2011 | | 0 | 0 | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| <u>MULTI-YEAR GOAL</u> | | | | | | | % |
| Affordability of Suitable Living Environment (SL-2) | | | | | | | |
| SL2.1 | Install 600 LF of sidewalk | | 2010 | | 0 | 0 | 0 % |
| | | | 2011 | | 0 | 0 | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| <u>MULTI-YEAR GOAL</u> | | | | | | | % |
| Sustainability of Suitable Living Environment (SL-3) | | | | | | | |
| SL3.1 | Demolish 15 unsafe, vacant and/or dilapidated structures | | 2010 | | 0 | 2 | 0 % |
| | | | 2011 | | | | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| <u>MULTI-YEAR GOAL</u> | | | | | | | % |

| Availability/Accessibility of Economic Opportunity (EO-1) | | | | | | | |
|--|---|------------------------|------------------------|--|------------------------|----------------------|-------------------------|
| Specific Objective | | Source of Funds | Year | Performance Indicators | Expected Number | Actual Number | Percent Achieved |
| EO1.1 | Employment and training for at risk youth | | 2010 | # of persons with new or improved access to services | 300-400 | 0 | 0 % |
| | | | 2011 | | | | 25 % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| | | | <u>MULTI-YEAR GOAL</u> | | | | |
| Affordability of Economic Opportunity (EO-2) | | | | | | | |
| EO2.1 | NA | | 2010 | | | | % |
| | | | 2011 | | | | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| | | | <u>MULTI-YEAR GOAL</u> | | | | |
| Sustainability of Economic Opportunity (EO-3) | | | | | | | |
| EO3.1 | NA | | 2010 | | | | % |
| | | | 2011 | | | | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| | | | <u>MULTI-YEAR GOAL</u> | | | | |
| Neighborhood Revitalization (NR-1) | | | | | | | |
| NR1.1 | Improve public facilities | | 2010 | Public facilities improved | | | % |
| | | | 2011 | | | | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| | | | <u>MULTI-YEAR GOAL</u> | | | | |
| Other (O-1) | | | | | | | |
| O 1.1 | | | 2010 | | | | % |
| | | | 2011 | | | | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| | | | <u>MULTI-YEAR GOAL</u> | | | | |
| Other (O-2) | | | | | | | |
| O 2.1 | | | 2010 | | | | % |
| | | | 2011 | | | | % |
| | | | 2012 | | | | % |
| | | | 2013 | | | | % |
| | | | 2014 | | | | % |
| | | | <u>MULTI-YEAR GOAL</u> | | | | |

OUTCOME PERFORMANCE MEASUREMENTS

Table 2C

Summary of Specific Housing/Community Development Objectives

| # | Specific Objectives | Sources of Funds | Performance Indicators | Expected Number | Actual Number | Outcome/Objective* |
|---|--|------------------|------------------------|-----------------|---------------|--------------------|
| | Rental Housing | | | | | |
| | | | | | | |
| | Owner Housing | | | | | |
| | Senior Citizens Housing Rehabilitation | CDBG | | 40 | 0 | DH-2 |
| | | | | | | |
| | Community Development | | | | | |
| | Clearance and Demolition | CDBG | | 6 | 0 | SL-3 |
| | | | | | | |
| | Infrastructure | | | | | |
| | | | | | | |
| | Public Facilities | | | | | |
| | Hopper Academy | CDBG | | 1200 | 0 | SL-1 |
| | | | | | | |
| | Public Services | | | | | |
| | Employment and training | CDBG | | 300- 400 | 25 | EO-1 |
| | Services for seniors | CDBG | | 100 | 0 | SL-1 |
| | Services for youth | CDBG | | 100 | 25 | SL-1 |
| | Economic Development | | | | | |
| | Micro Enterprise Systems | CDBG | | 5 | 0 | EO-3 |
| | | | | | | |
| | Neighborhood Revitalization/Other | | | | | |
| | | | | | | |

*** Outcome/Objective Codes**

| | Availability/Accessibility | Affordability | Sustainability |
|------------------------------------|----------------------------|---------------|----------------|
| Decent Housing | DH-1 | DH-2 | DH-3 |
| Suitable Living Environment | SL-1 | SL-2 | SL-3 |
| Economic Opportunity | EO-1 | EO-2 | EO-3 |

Table 3A -- Summary of Specific Annual Objectives

| # | Specific Annual Objectives | Sources of Funds | Performance Indicators | Expected Number | Actual Number | Outcome/Objective* |
|---|----------------------------|------------------|------------------------|-----------------|---------------|--------------------|
|---|----------------------------|------------------|------------------------|-----------------|---------------|--------------------|

| | | | | | | |
|--|--|--|--|--|--|--|
| | Rental Housing | | | | | |
| | | | | | | |
| | | | | | | |
| | Owner Housing | | | | | |
| | | | | | | |
| | | | | | | |
| | Homeless | | | | | |
| | | | | | | |
| | | | | | | |
| | Special Needs | | | | | |
| | | | | | | |
| | | | | | | |
| | Community Development | | | | | |
| | | | | | | |
| | | | | | | |
| | Infrastructure | | | | | |
| | | | | | | |
| | | | | | | |
| | Public Facilities | | | | | |
| | | | | | | |
| | | | | | | |
| | Public Services | | | | | |
| | | | | | | |
| | | | | | | |
| | Economic Development | | | | | |
| | | | | | | |
| | | | | | | |
| | Neighborhood Revitalization/Other | | | | | |
| | | | | | | |
| | | | | | | |

***Outcome/Objective Codes**

| | Availability/Accessibility | Affordability | Sustainability |
|------------------------------------|-----------------------------------|----------------------|-----------------------|
| Decent Housing | DH-1 | DH-2 | DH-3 |
| Suitable Living Environment | SL-1 | SL-2 | SL-3 |
| Economic Opportunity | EO-1 | EO-2 | EO-3 |