

Consolidated Annual Performance and Evaluation Report (CAPER)

2024 Program Year
2023 Federal FY Funds
(July 1, 2023 – June 30, 2024)

Winston-Salem/Forsyth Housing Consortium
September 27, 2024



Neighborhood Services Department
City of Winston-Salem
100 E. First St. Suite 423
PO Box 2511
Winston-Salem NC 27102
(336) 727-8597

Community and Economic Development
Forsyth County
201 N. Chestnut St.
Winston-Salem, NC 27101
(336) 703-2680



**CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER)
2024 ANNUAL PERFORMANCE REPORT: FEDERAL FY 2023
(July 1, 2024 - June 30, 2024)**

INTRODUCTION

The Consolidated Annual Performance and Evaluation Report (CAPER) is the Winston-Salem/Forsyth Housing Consortium’s annual report to the U.S. Department of Housing and Urban Development (HUD). This report describes progress in carrying out the Annual Plan for Fiscal Year 2024 and provides an assessment of progress towards attaining the goals outlined in the five-year Consolidated Housing and Community Development Plan. This report covers the first year of the 2024-2028 Consolidated Plan.

PART I: SUMMARY OF RESOURCES

The HUD entitlement allocation for FY24 (Federal FY 2023) was \$2,026,714 in Community Development Block Grant (CDBG), \$1,468,773 in HOME Investment Partnership (HOME), \$181,649 in Emergency Solutions Grant (ESG) funds, and \$831,602 in Housing Opportunities for Persons with AIDS (HOPWA) funds. Other identified financial resources included projected CDBG program income of \$450,000 and HOME program income of \$150,000; Housing Finance Fund (local) program and investment income; Continuum of Care funds; and the remaining balance of prior-year HUD entitlement and general obligation bonds approved in 2014 and 2018. Table 1A identifies the expenditure of these City resources during FY24 in general program categories.

TABLE 1A: FY24 EXPENDITURES BY PROGRAM CATEGORY							
Activity	Total	HUD Entitlement				Other Federal	Local
		CDBG	HOME	ESG	HOPWA		
Housing Rehab and Operations	2,241,824	1,002,411	868,736	0	0	0	370,678
Neighborhood Dev./Improvements/CNI	1,524,351	1,047,396	0	0	0	0	476,955
Housing Production/Infrastructure	1,441,373	0	74,000	0	0	0	1,367,373
Homebuyer Assistance	297,000	80,000	217,000	0	0	0	0
Economic Dev./Self-Sufficiency	11,640	11,640	0	0	0	0	0
Public Services/Homeless Assistance	3,401,211	413,063	208,578	205,827	445,726	2,039,386	88,630
Planning/Training, Capacity/Other	401,418	372,869	27,500	0	0	0	1,049
TOTAL	9,318,816	2,927,378	1,395,814	205,827	445,726	2,039,386	2,304,685

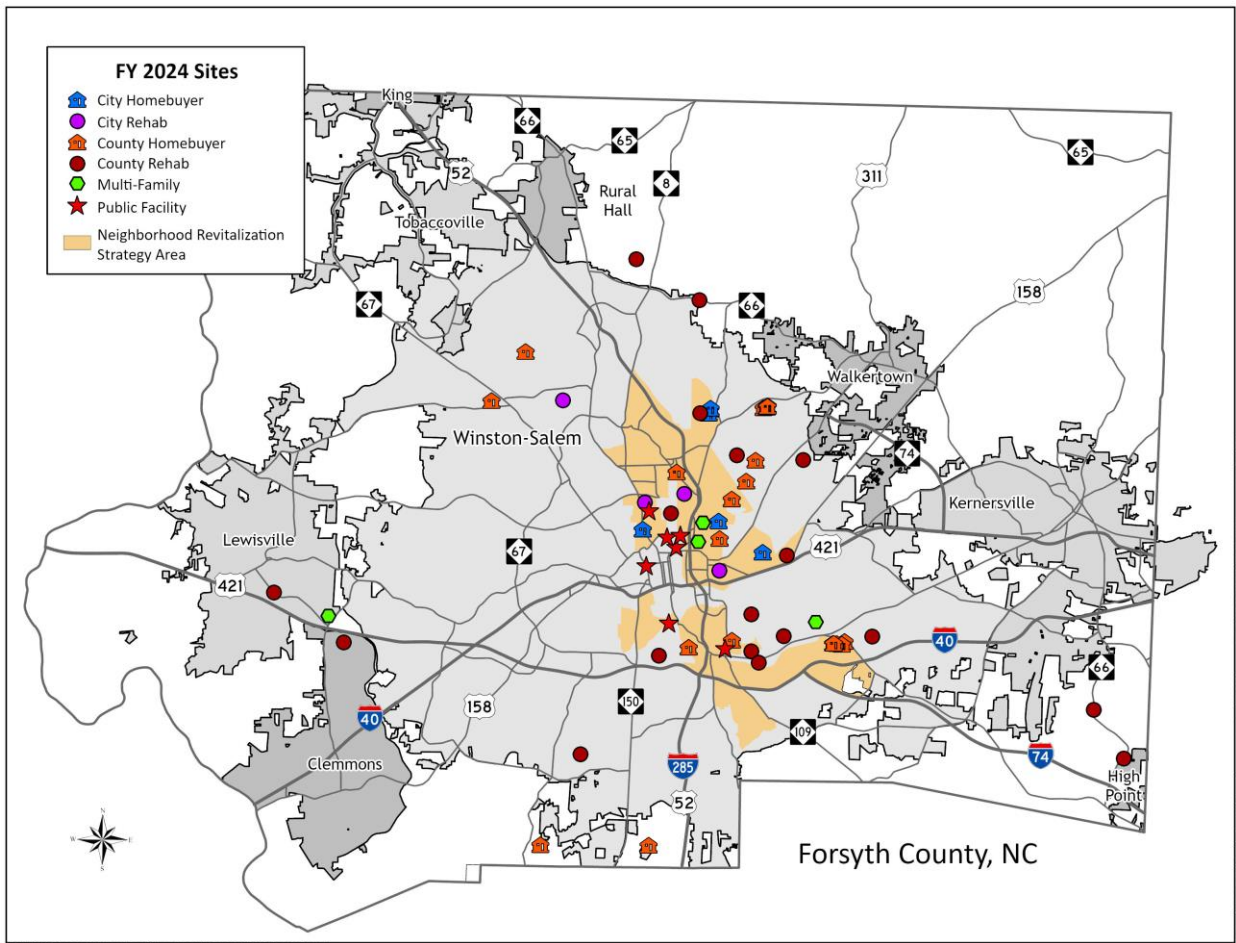
In addition, the City of Winston-Salem was awarded federal funds to prepare for, prevent, and respond to the COVID-19 pandemic. These funds include ESG-CV funds of \$2,708,005 and CDBG-CV funds of \$2,676,693 allocated through the Coronavirus Aid, Relief and Economic Security Act (CARES Act); \$1,792,116 in ESG-CV funds from the North Carolina Department of Health and Human Services; and \$4,887,567 of HOME funds provided through the American Rescue Plan (HOME-ARP). Table 1B identifies the expenditure of these City resources during FY24 in general program categories.

Activity	Total	HUD Entitlement			NC ESG-CV
		CDBG-CV	ESG-CV	HOME-ARP	
Homeless Assistance	744,497	379,531	273,325		91,641
Public Services (for non-homeless)	89,937	89,937			
Administration and Planning	0				
TOTAL	834,433	469,468	273,325	0	91,641

PART II: ASSESSMENT OF FIVE-YEAR PLAN PROGRESS

Table 2 and the accompanying map summarize accomplishments by the Winston-Salem/Forsyth Housing Consortium for the first year of the 2024-2028 Consolidated Plan. Accomplishments compared to goals were low. New Construction Owner and Existing Owner were still recovering from the COVID-19 pandemic, especially higher costs and interest rates, while the City revamping its homeowner rehab program contributed to fewer completions in Rehab Owner. One Rental New Construction project – Choice Neighborhoods Initiative (CNI) Phase 1 – completed construction and is leasing up, and one Rental New Construction – Pegram Landing II – and one Rental Rehab – Salem Gardens Apartments – are under construction and projected to be completed in FY25.

		Five-Year Goal	FY 24 Goal	FY 24 Actual	FY24 as % of FY24 Goal	Five-Year Cumulative	Cumulative as % Of Five-Year Goal
Completions							
New Construction:	Owner	198	33	19	57.6%	19	9.6%
	Rental	250	81	0	0.0%	0	0.0%
Rehab/Repair:	Owner	300	40	22	55.0%	22	7.3%
	Rental	260	1	0	0.0%	0	0.0%
Existing:	Owner	82	14	7	50.0%	7	8.5%
	Rental	200	260	28	10.8%	28	14.0%
Special Needs Projects:	Rental	50	10	0	n/a	0	n/a
Total Units Completed		1,340	439	76	17.3%	76	5.7%



The Winston-Salem/Forsyth County Housing Activity Map shown above depicts housing activity for the 2023-2024 program year, encompassing completed projects for rehabilitation, new housing construction, and homebuyer assistance throughout the County. As is evident from the map, approximately one-half of the activity occurred within the Neighborhood Revitalization Strategy Areas (NRSA). This reflects HUD’s goal of providing housing opportunities that are dispersed throughout the community.

Rental. Rental housing development is proceeding as one project completed construction and is leasing up and three projects are under construction. The Housing Authority of Winston-Salem (HAWS), in partnership with the City of Winston-Salem as Co-Applicant and McCormack Baron Salazar (MBS) as Developer, has been awarded a \$30,000,000 Choice Neighborhoods Implementation (CNI) Grant from HUD to redevelop the Cleveland Avenue Corridor. CNI Phase 1, an 81-unit development for families on the site of the former Brown Elementary School and now known as the Brown School Lofts, completed



Brown School Lofts (CNI Phase 1)

construction in April 2024 and is leasing up. The City expended \$500,000 in HOME funds toward construction of the units, a total of \$1,302,102.34 in CDBG funds for clearance and public improvements, and General Obligation Bond funds for the overall project.

The City committed \$500,000 in HOME funds to Pegram Landing II, a 60-unit development for families in Lewisville, NC. Pegram Landing II was approved for LIHTC in August 2020 and needed additional funds. Construction is under way and projected to be completed in summer FY25.

The City has committed a total of \$2,980,000 to revitalize Salem Gardens Apartments, a 150-unit rental development for families that are all subsidized with HUD project-based vouchers. Financing included 4% Low-Income Housing Tax Credits, revenue bonds issued by HAWS, and \$1,980,000 in HOME funds and \$1,000,000 in Affordable Housing funds from the City. Rehabilitation began in June 2024 and is projected to be completed in FY25.

The City approved HOME, CDBG, General Obligation Bond, Affordable Housing, and Economic Development funds for CNI Phases 2 and 3, the first section of Cleveland Avenue Homes to be redeveloped. Demolition started in July 2024, and construction will start thereafter. Phases 2 and 3 will result in 152 units of rental housing for families.

The \$1,000,000 in HOME funds approved for The Flats at Peters Creek has been replaced with Affordable Housing funds due to issues with completing the environmental review, for a total of \$3,000,000 in local funds. The development consists of 62 units of rental housing for families and is under construction.

Homeownership. Winston-Salem/Forsyth County continues to experience a shortage in the supply of affordable homes. However, a small change in the availability has taken place with builders ranging from small/individual builders to large corporate builders constructing single-family homes and mid-size developments. Sales prices have remained within HUD’s maximum sales price limit for down payment assistance, but interest rates have increased and become a barrier to some first-time homebuyers that have not experienced increased wages. Demand for affordable homes continues coupled with the increases in market-rate rental cost. As the demand for affordable homeownership continues, it has become necessary to increase the amount of down payment assistance, leveraging multiple sources of available down payment assistance through the ongoing collaboration of local, state and federal sources.



Northeast Winston (single-family home)

Homebuyer education and counseling remain an important element of homeownership. County funds continue to remain essential in continuing the administration of the Individual Development Account (IDA) program. The IDA program is an economic literacy program with supportive counseling and coaching services provided to participants for home ownership. County and North Carolina Housing Finance Agency funds provided the required match to participant savings. During FY24, one homebuyer purchased a home with IDA funds, which was new construction. The Center for Homeownership, a program of Financial Pathways of the Piedmont, provided one-on-one counseling and homebuyer education courses to 133 people during FY24.

The seven Owner Existing units reflect the purchase of existing property without rehabilitation being involved or the purchase of a property that was acquired and rehabilitated by a non-profit developer for sale for home ownership. The numbers are the result of the HOME, IDA, and Homebuyer Assistance Program programs that provide second mortgages for principal reduction and/or down payment and closing costs for home purchase. The 28 rental units, under Existing, reflect inclusion of tenant-based rental assistance (TBRA) resources in these data summaries.

Single-family new construction has remained steady. Through the partnership with Habitat for Humanity constructed six units with a focus on the Stone Terrace subdivision and at scattered sites. Habitat completed installation of infrastructure in Stone Terrace using City Affordable Housing Funds.

Neighborhood Revitalization.

- HAWS and MBS staff have continued to engage residents in the Choice Neighborhoods area as development progresses. CNI Phases 2-5, the revitalization of Cleveland Avenue Homes into multifamily rental housing, completed the environmental assessment. City staff coordinated a façade improvement program for 21 homeowners in the CNI area for housing preservation efforts.
- CNI Phases 2 and 3 will be constructed at the same time. Relocation has been completed for Phases 2 and 3, and demolition has begun.
- Habitat for Humanity is assisting HAWS to complete the Happy Hill Gardens HOPE VI project by constructing 13 single-family homes in the project area. Habitat completed construction of five houses in one week through a builder blitz. All five houses have been sold to buyers.



Enterprise Center Shared-Use Kitchen

Economic Development. During FY24, the Small Business Loan Committee considered three new loans and approved one. The annual Business Plan Contest had one winner, a catering company, which will be able to receive up to \$5,000 in grant funds toward business expenses. The S.G. Atkins Community Development Corporation received CDBG funds for a kitchen manager to manage the Enterprise Center shared-use commercial kitchen and mentor the tenant chefs. The CDC has secured a grant from the U.S. Department of Commerce, Economic Development Administration to greatly expand the shared-use kitchen.

COVID-19. The COVID-19 pandemic's effect on the City's and County's programs wound down during FY24.

- Coronavirus Aid, Relief and Economic Security Act (CARES Act) Emergency Solutions Grant (ESG-CV) funds from the City entitlement and the State of North Carolina were used for emergency shelter, rapid rehousing, homelessness prevention, and diversion programs and allowed for expanded street outreach. The ESG-CV program ended September 30, 2023, and the City is working to close out the grant.
- CARES Act Community Development Block Grant (CDBG-CV) funds were used for the Rent, Utility and Mortgage Assistance (RUMA) program to provide emergency rent, utility and mortgage assistance to eligible renters and homeowners to prevent them from losing their housing. Financial Pathways of the Piedmont ended its program September 30, 2023, closing the RUMA program. CDBG-CV funds were used during FY24 to address food insecurity, support mental health, and prevent homelessness.

- The City has been awarded HOME American Rescue Plan (HOME-ARP) funds and is reviewing a potential project for those funds. A permanent supportive housing project previously approved has fallen through.

PART III: AFFIRMATIVELY FURTHERING FAIR HOUSING

As part of the certification to affirmatively further fair housing, HUD requires the City to assess fair housing issues within its jurisdiction and take meaningful actions to further the goals identified in the assessment. The City of Winston-Salem, as the lead entity, the Housing Authority of the City of Winston-Salem (HAWS), and Forsyth County collaborated to complete a joint Assessment of Fair Housing (AFH), which was submitted to HUD by the October 4, 2017 deadline and accepted by HUD on November 21, 2017. Specifically, the AFH Goals and accomplishments in FY24 are:

Goal 1 – Implement place-based community investment strategies to increase opportunity measures in R/ECAPs

- Choice Neighborhoods Implementation (CNI) Phase 1, development of 81 units of rental housing for families, completed construction and is leasing up.
- CNI Phases 2-5, the revitalization of Cleveland Avenue Homes into multifamily rental housing, completed the environmental assessment. Phases 2 and 3 will be constructed at the same time. Relocation has been completed for Phases 2 and 3, and demolition has begun.
- The City initiated a homeowner façade improvement program in the CNI area that assisted 21 households.
- Habitat for Humanity completed 1 single-family home in a R/ECAP.
- Habitat for Humanity assisted HAWS in completing the Happy Hill Gardens HOPE VI project by constructing 5 single-family homes in the project area.

Goal 2 – Focus new construction of affordable housing in neighborhoods that offer greater access to opportunities

- Pegram Landing II multifamily rental development was under construction.

Goal 3 – Improve mobility for low- and moderate-income residents

- County provided homebuyer assistance to 1 household who was an Individual Development Account (IDA) participant.
- HAWS continued to provide opportunities for residents to achieve economic self-sufficiency, such as the PATH (People Achieving Their Highest) Program and Wheels for Hope.
- HAWS encouraged landlords in the wider Forsyth County area to participate in the Housing Choice Voucher Program.

Goal 4 – Expand homeownership opportunities

- County provided homebuyer assistance to 20 households.
- Habitat for Humanity constructed and sold 6 houses.
- HAWS has administered over 70 Homeownership Housing Choice Vouchers and currently administers 31.
- Financial Pathways of the Piedmont’s Center for Homeownership provided individual or group education services to 133 households, of which 81% were low-mod income.

Goal 5 – Protect existing housing stock

- City completed 4 homeowner rehabilitation cases.
- County completed 18 homeowner rehabilitation cases.

- Rehabilitation of Salem Gardens Apartments multifamily rental development was under way.

Goal 6 – Improve existing reasonable accommodation processes

- HAWS to continue to update its Admissions and Occupancy Policies and Procedures as regulations are promulgated.

Goal 7 – Support fair housing education and enforcement efforts

- City has established an Eviction Diversion Network of community partners to assist with identifying evictions that may be based on potential violation of fair housing law.
- City, through its Human Relations/Diversity, Equity and Inclusion Department, received 143 eviction-related calls in FY24.
- City has partnered with Legal Aid of NC to fund an attorney position that is focused on assisting with eviction diversion, which may implicate potential fair housing law violations, and referred a total of 31 eviction-related cases to Legal Aid in FY24.
- City disseminated bilingual fair housing education materials in English and Spanish through print, TV, bus ads, and electronic media.
- City used virtual platforms to provide fair housing training and outreach.

Goal 8 – Implement strategies to decrease homelessness

- City continued to support emergency shelter facilities and programs, rapid rehousing, and community intake, assisting about 1,600 persons.
- Construction of CNI Phase 1 completed construction and is leasing up. Of 81 units, 37 will be income-based housing.
- Relocation for CNI Phases 2 and 3 was completed in FY24 and demolition has started. Of a total of 114 units, 39 will be income-based housing.
- Rehabilitation of Salem Gardens Apartments multifamily rental development was under way. Of 150 units, 149 are income-based housing.
- City initiated a process to revamp the coordinated entry system after United Way withdrew as the lead entity.

Overview. The City of Winston-Salem’s Human Relations/Diversity Equity and Inclusion Department, under the guidance of the Human Relations Commission, conducts activities within its jurisdiction to affirmatively further fair housing and protect the rights of citizens to obtain housing of their choice. Some examples of these activities are: investigating housing discrimination complaints; conducting fair housing workshops; educating the community through fair housing and landlord/tenant outreach and trainings; and mediating fair housing and landlord/tenant issues through certified trial court mediators on staff. The Department has two full-time Human Relations Analysts to carry out these activities, one of whom is bilingual and a native Spanish speaker, and part of his duties are to serve as both an investigator and Hispanic outreach coordinator. In addition, the Department has an intake specialist for case processing and an Outreach Analyst for conducting fair housing outreach.

Fair Housing Assistance Program (FHAP). The City of Winston-Salem Human Relations/DEI Department enforces the City of Winston-Salem Fair Housing Ordinance, which is substantially equivalent to the federal Fair Housing Act. The City’s substantial equivalency also requires the Department to investigate and conciliate fair housing allegations. As a result, the Department is a HUD Fair Housing Assistance Program (FHAP) agency and receives entitlement grant funding. These separate and distinct grant scopes of work and requirements complement the fair housing component of the Winston-Salem Consolidated Housing and Community Development Plan by examining the seven protected classes under the Fair Housing Act, specifically race, color, national origin, disability, sex,

religion, and familial status. Education and outreach activities under the FHAP grant are being coordinated with the Fair Housing Enforcement Outreach Program to provide a coordinated approach to fair housing education within the community. As a part of the Commission's efforts through the Consolidated Housing and Community Development Plan, the Human Relations/DEI Department was a team member in completing the Assessment of Fair Housing to update and analyze new patterns in affirmatively furthering fair housing.

The Department's goal is to continue with an aggressive social media, digital media, radio, television, and newspaper media campaign which has successfully raised the visibility of the Department and its services. Specifically, the Department continues to work with the City of Winston-Salem Marketing and Communications Department to develop a Fair Housing Media Campaign that will solely focus on the fair housing services that are provided.

The department had nine fair housing cases, 33% of which were closed under 100 days. During the past fiscal year (July 1, 2023 – June 30, 2024), the Department received a total of 455 verbal or written housing-related inquiries and complaints, of which eight complaints alleged various discriminatory practices in housing. A total of 6 complainants did not follow through and either did not sign the complaint or signed it but never returned the investigator's phone calls or emails. Community education and outreach on housing discrimination, landlord/tenant rights and lending practices as well as increased awareness of discriminatory practices resulted in a steady number of housing-related inquiries. The Department anticipates maintaining the average case load for the 2024-2025 fiscal year.

The Department uses both internal and external case management systems, which includes a separate case tracking and information system for the Fair Housing Assistance Program. All dual-filed HUD fair housing cases are entered and tracked on this system as well as in the HUD Enforcement Management System (HEMS).

Human Relations Commission (HRC). The Human Relations Commission is a 13-member advisory board appointed by the City Council. The role of the HRC is to advise and guide the Department with respect to outreach and education initiatives pertaining to fair and equitable treatment, including fair housing. During FY24, the Human Relations/DEI Department and the Human Relations Commission developed and adopted the Strategic Action Plan for 2023-2024. The strategic plan defines the mission, goals and objectives of the Department, and new action items are developed to ensure implementation of the plan. The strategic plan has many objectives targeted to assist with the Department's Fair Housing Plan. The Department is actively involved in program planning and implementation, specifically through the New Horizons Fair Housing and Community Relations Committees. Monthly training sessions and regular outreach/education programs on fair housing/landlord tenant concerns are conducted. Fair housing training programs for landlords and property managers and additional fair housing material in Spanish were developed for educating the community.



Human Relations Commission

The HRC's New Horizons Fair Housing Committee is actively involved in numerous fair housing efforts of the Department and Commission. One of the committee's major accomplishments has been continuing long-standing fair housing community collaborations with committee members/community stakeholders, such as the Winston-Salem Regional Association of Realtors, Housing Authority of the City of Winston-Salem, Forsyth County Department of Community and Economic Development, Experiment in Self-Reliance, the University of North Carolina at Greensboro Community Housing Studies Program, and the

Triad Homebuilders Association, to plan and host fair housing-oriented programs, such as the annual “Fair Housing Summit” for housing professionals. The committee continues to undertake the task of studying the assessments of housing for the disabled community, in cooperation with the City’s Neighborhood Services Department, the City Attorney’s Office, and the City-County Planning and Development Services Department. The 2024 Fair Housing Summit was held April 17, 2024.

The Department has also developed and implemented the Alternative Residential Mediation (ARM) program, in collaboration with the Forsyth County District Court, the City Attorney’s Office, and Legal Aid of Northwest North Carolina, enabling residents who have filed complaints with the Magistrate’s Office to choose mediation as a free, expedient, non-litigious option to resolving landlord/tenant complaints and identifying potential housing discrimination issues. The Department has also coordinated a consortium of community stakeholders, including the Neighborhood Services Department, to address the high rate of evictions in Winston-Salem. The Eviction Diversion Network holds monthly virtual meetings and serves as an information forum where the participants share relevant information and try to come up with ideas to lower the eviction figures in the city and county.

Additionally, the Department works with North Carolina’s Fair Housing Initiatives Program agency, the Fair Housing Project of Legal Aid of North Carolina. The Fair Housing Project leads quarterly fair housing meetings for governmental entities across the state to discuss fair housing legal updates, cases, and successful outreach initiatives.



College Advisory Board. The Human Relations/DEI Department administers a College Advisory Board (CAB), consisting of full-time volunteer college students from Forsyth County colleges and universities, which represent the needs, interests, and concerns of college students and recent college graduates by engaging them in relevant community projects, programs, and issues. The CAB serves as a college advisory entity to the City Council regarding areas such as economic development projects, transit advocacy,

and student housing issues (and other issues the group may suggest) that will encourage students to remain in Winston-Salem after graduation. All of these areas either directly or indirectly impact student fair housing opportunities and/or impediments.

One of the goals and objectives of the CAB is to voice concerns and resources that are relevant to college students, including those pertaining to off-campus student housing issues involving landlords, property managers, and fair housing matters. CAB has hosted the Collegiate Trust Talks at City Hall. At this program, student and administrative representatives from Wake Forest University, Winston-Salem State University, Salem College, Forsyth Technical Community College, and the University of North Carolina School of the Arts convene to meet and discuss the concerns and needs of local college students as they interact with their campus police and Winston-Salem Police Department.

Limited English Proficiency. The City of Winston-Salem is committed to improving the accessibility of services to persons with Limited English Proficiency (LEP) and to developing and implementing a system that gives LEP persons “meaningful access” to the City of Winston-Salem’s programs and services. The City of Winston-Salem has adopted the goal of improving Hispanic Relations, as per the City Council’s Strategic Plan. As a result, the City of Winston-Salem has delegated authority for an LEP Compliance Coordinator (the Human Relations/DEI Department Director) within the Human Relations/DEI Department.

This policy sets forth the basic requirements and procedures intended to ensure that the City of Winston-Salem government takes reasonable steps to consistently meet its legal obligation of language access requirements in compliance with Title VI and Executive Order (E.O.) 13166. Congress enacted Title VI of the Civil Rights Act of 1964 to ensure federal money is not used to support discrimination on the basis of race, color, or national origin in government activities. Although neither Title VI nor its implementing regulations discuss linguistic access per se, the courts have consistently found a close connection between national origin and language. E.O. 13166 was signed in 2000 and mandates that all federal agencies and recipients of federal financial assistance take reasonable steps to ensure meaningful access to their programs to LEP individuals. These individuals may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.

The LEP Compliance Coordinator is responsible for examining all City services, providing outreach to the growing LEP community, and interfacing with all City Departments to help ensure meaningful access to LEP clients and customers. The LEP Compliance Coordinator is able to assist and support Departmental staff in assessing their specific needs and preparing a draft LEP document. The LEP Compliance Coordinator performs the role of resource and advocate for effective plan development.



The LEP Compliance Coordinator also coordinates the Spanish Language Assessment Tool used by hiring Departments in conjunction with normal Human Resources processes to evaluate the Spanish language proficiencies of prospective employees whose jobs may require or prefer bi-lingual abilities, or current employees who may be called upon by the Department to assist their Spanish-speaking customers or clients. The LEP Compliance Coordinator *is not* unilaterally responsible for directly providing translation or interpretation services to City Departments but *is* responsible for identifying and maintaining a network of qualified community resources for referral to City Departments.

As part of this LEP compliance effort, the City hired two Language Access Coordinators (LAC): one to serve the Hispanic community and the second to reach out to populations that speak a language other than Spanish. Some of the achievements accomplished by these two hires are an LEP

Emergency Plan, to be activated only when the City declares a state of emergency, a Language Access Plan, and a special extension in City badges that will identify Spanish speaking workers who wear them. It is expected that in the future other languages will be included in this badge extension, along with a monthly pay incentive that is received already by those staff who are fluent in Spanish.

In furtherance of the City of Winston-Salem's obligation to ensure access to services for persons with limited English proficiency, the Human Relations/Diversity, Equity and Inclusion Department has developed and implemented the Winston-Salem Building Integrated Communities (BIC) program. BIC is an inclusion initiative that is intended for all immigrant populations in Winston-Salem and Forsyth County. The Hispanic community is emphasized because, based on the 2020 U.S. Census Data, Hispanics are the largest immigrant population in Winston-Salem and Forsyth County. The desired general outcomes are for organizations serving common populations to share resources and services for the betterment of Hispanics and the overall international community in Winston-Salem in high-impact lifestyle areas such as fair and affordable housing choice, education, health care (including hunger), and transportation. The desired overall outcome is to unite all agencies and organizations in Winston-Salem to pool resources in order to broaden and strengthen the service capacity. This is accomplished through

having a one-stop shop by way of the BIC multilingual website, as well as through the in-person, quarterly, multilingual BIC Pipeline information sessions.

Other Outreach. The Human Relations/DEI Department implemented programs promoting fair housing, access to affordable housing, and equal housing opportunities during the program year, including:

- Undertook annual efforts in preparation of Fair Housing Month in April 2024. During this month each year, fair housing education and outreach programs are conducted and designed to educate the



public on the fair housing law, landlord tenant rights, and other housing issues. The Department usually begins the month with a Fair Housing Month Kick-off function, with the Winston-Salem Regional Association of Realtors, an event partner; however, there was a wrap up event at the end of the month. The Department led the annual Fair Housing Summit for local housing industry professionals on April 17, 2024. Approximately 200 housing industry and banking professionals attended from across the state.

- Virtually conducted quarterly presentations to various landlords, tenants, agencies, property managers and real estate professionals in all areas of fair housing and landlord/tenant law.
- Published (online) and disseminated “Nexus,” which is a quarterly Human Relations newsletter featuring departmental programs, fair housing, and landlord/tenant information.
- Virtually produced the quarterly Building Bridges newsletter (Cerrando Brechas, in Spanish), which purpose is to educate the community about fair housing rights and responsibilities as renters of multi-family or single-family homes in addition to relevant and related initiatives being undertaken by community stakeholders and partners.
- Continued as a partner with the Neighborhood Services Department to focus on educating underserved neighborhoods within the city, particularly those negatively impacted by the pandemic.
- Continued outreach through the New Horizons Fair Housing, Community Relations, and Multi-Cultural Relations Committee by developing programs that partner the Commission with local churches, Hispanic community groups, non-profit agencies and other housing industry professionals to further advocacy for fair housing and cultural understanding.
- Disseminated community-oriented fair housing and housing-related educational materials in Spanish.

The Winston-Salem Human Relations/DEI Department and Commission will also continue to educate the public about diversity, equity, and inclusion to ensure that all citizens learn, respect, and appreciate the various cultures that are represented within the City. By increasing the public’s understanding of the various cultures within the City, tolerance for those of different ethnic and cultural backgrounds will ensure equal treatment of all citizens in every facet of human relations, including fair housing. The Commission will continue to increase cultural tolerance and awareness through town hall meetings, trainings, public forums, written materials, and increased visibility.

PART IV: AFFORDABLE HOUSING

Neighborhood revitalization and stability and the production and conservation of affordable housing are the major goals of the Consortium's Consolidated Plan. The Consortium directs a combination of federal, state, and local funds toward achievement of these goals by funding single-family and multi-family rehabilitation, single-family and multi-family new construction, infrastructure, homebuyer assistance, and rental assistance. The availability of local funds allows assistance to buyers with incomes up to 120% of area median income (AMI). The presence of higher income households encourages sustainable development and revitalization. Financing focuses on closing "gaps" in financial feasibility, assuring subsidy is not provided beyond that needed to assure affordability, and providing assistance in the form of loans to preserve the availability of funds.

The data contained in Tables 2 through 5 reflect the units the Consortium is reporting as completed during the program year and the funds and beneficiary data associated with those units. The amounts of assistance and the per-unit amount in Tables 3 and 4 reflect public funds provided by the Consortium. Leveraged funds consist of other investment generated from public and private dollars and reflect additional economic and tax base investment. Owner-occupied rehab and emergency repair generate little leverage. Single-family housing activity is the most prolific generator of private investment.

TABLE 3: FY24 PROGRAM COMPLETIONS				
Project/Activity	No. Units	Amount of Assistance	Per Unit Amount	Amount Leveraged
REHABILITATION				
<u>Owner Units</u>				
NRSA	2	202,462	101,231	0
Citywide	1	66,531	66,531	0
Emergency Repair	1	11,896	11,896	0
Acquisition/Rehab	0	0	n/a	0
County Rehab	18	234,358	13,020	0
<u>Rental Units</u>				
Multi-Family Rehab	0	0	n/a	0
Investor Rehab	0	0	n/a	0
Total Rehabilitation	22	515,246	23,420	0
NEW CONSTRUCTION				
<u>Owner Units</u>				
County Direct Assistance	13	1,016,000	78,154	2,041,927
City Direct Assistance	6	88,800	14,800	1,119,001
City Indirect Assistance	0	0	n/a	0
<u>Rental Units</u>				
	0	0	n/a	0
Total New Construction	19	1,104,800	58,147	3,160,928
EXISTING				
<u>Owner Units</u>				
First-Time Homebuyer	7	562,000	80,286	881,065
Rental Assistance	28	211,248	7,545	0
Total Existing	35	773,248	22,093	881,065
SPECIAL NEEDS PROJECTS	0	0	n/a	0
Grand Total	76	2,393,294	31,491	4,041,993

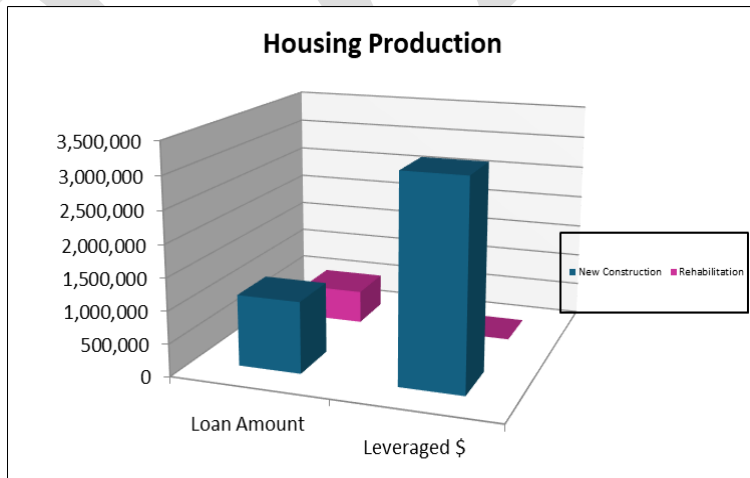


Table 3 shows that for FY24 Owner New Construction was the activity for which the majority of funds were expended. Under New Construction, Direct Assistance consists of households that have received homebuyer assistance to purchase a newly constructed or existing house. Indirect Assistance includes houses where there was no direct assistance to the homebuyer but where the City provided funding to the developer for infrastructure or construction or where the house is in a Redevelopment Area. No multi-family developments were

completed during the program year. The vast majority of single-family new construction and rehabilitation units meet Section 215 requirements for affordability and HOME affordable home ownership limits for purchase price and after-rehab value.

Table 4 summarizes the incomes of the occupants of completed units. Households benefitting from rehabilitation programs primarily were in the 0-30% and 30-50% area median income (AMI) categories, while homebuyer programs primarily benefited the 30-50% and 50-80% AMI categories.

TABLE 4: FY24 COMPLETIONS, BY INCOME										
	≤30% AMI		31-50% AMI		51-80% AMI		≥80% AMI		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$
Rehabilitation										
NRSA Rehab	1	73,821	---		1	128,640	---		2	202,462
Citywide Rehab	---		1	66,531	---		---		1	66,531
Emergency Repair	1	11,896	---		---		---		1	11,896
Acquisition/Rehab	---		---		---		---		0	0
County Rehab	6	50,969	9	93,430	3	89,959	---		18	234,358
Multi-Family Rehab	---		---		---		---		0	0
Investor Rehab	---		---		---		---		0	0
Total: Rehab	8	136,685	10	159,961	4	218,599	0	0	22	515,246
New Construction										
County Direct Asst.	---		---		13	1,016,000	---		13	1,016,000
City Direct Asst.	---		2	29,600	4	59,200	---		6	88,800
City Indirect Asst.	---		---		---		---		0	0
Rental	---		---		---		---		0	0
Total: New Const.	0	0	2	29,600	17	1,075,200	0	0	19	1,104,800
Existing										
First-Time Homebuyer	---		2	135,000	5	427,000	---		7	562,000
Rental Assistance	27	204,420	1	6,828	---		---		28	211,248
Total: Existing	27	204,420	3	141,828	5	427,000	0	0	35	773,248
Special Needs	---		---		---		---		0	0
TOTAL	35	341,105	15	331,389	26	1,720,799	0	0	76	2,393,294

Table 5 shows the demographic distribution of the occupants of completed occupied units.

TABLE 5: FY24 COMPLETIONS BY RACE, ETHNICITY, AND FEMALE-HEADED HOUSEHOLD					
Program	Non-Hispanic			Hispanic	Female-Headed Household
	White	Black/African-American	Other	Any Race	
Owner					
NRSA Rehab	0	2	0	0	0
Citywide Rehab	0	1	0	0	1
Emergency Repair	0	1	0	0	1
Acquisition/Rehab	0	0	0	0	0
County Rehab	5	12	1	0	7
Multi-Family Rehab	0	0	0	0	0
Investor Rehab	0	0	0	0	0
Total: Rehab	5	16	1	0	9
New Construction					
County Direct Asst.	2	11	0	0	12
City Direct Asst.	0	5	0	1	4
City Indirect Asst.	0	0	0	0	0
Rental	0	0	0	0	0
Total: New Const.	2	16	0	1	16
Existing					
First-Time Homebuyer	1	6	0	1	5
Rental Assistance	7	20	1	0	18
Total: Existing	8	26	1	1	23
Special Needs	0	0	0	0	0
TOTAL	15	58	2	2	48

Worst Case Needs. The other measure of accomplishment is the extent to which “worst-case” needs are met or at least are being addressed. Worst case needs are defined as unassisted renters with very low incomes (below 50% AMI) who pay more than half of their income for housing or live in severely substandard housing. They are addressed by moderate rehab, acquisition, new construction, substantial rehab, and infrastructure provision for projects serving several target populations. The majority of the units utilize low-income housing tax credits or project-based HUD assistance, which assures affordability over the long term.

No rental developments were completed during FY24. The City provided rental assistance to 259 households with HOME and Continuum of Care permanent supportive housing funds, all of which were below 50% AMI.

Persons with Disabilities or Other Special Needs. Persons with physical disabilities were primarily assisted through the Rehab Program. Persons with other disabilities such as chronic substance abuse or mental illness were primarily assisted through the Continuum of Care programs.

- As many as half of Continuum of Care program participants continue to be persons with disabilities or other special needs.
- No housing rehabilitation clients in the City and five in the County had a disability.
- Three housing rehabilitation clients in the City and 16 in the County were elderly.

PART V: CONTINUUM OF CARE

The City continued to as the collaborative applicant for the Continuum of Care for the city and county area, as follows:

- Participated in the Winston-Salem/Forsyth County Continuum of Care and its committees;
- Completed the development of 12 HUD grant applications on behalf of sponsoring agencies for homeless service funding;
- Monitored utilization of emergency shelter, case management, street outreach, homeless prevention, permanent housing, and other activities to serve the homeless;
- Contracted with consultants to identify gaps and prioritize needs in the homeless service system;
- Provided financial and staff support to the Commission on Ending Homelessness;
- Coordinated the submission of the State ESG Application on behalf of the local Continuum of Care.

Annually since 1994, the City has applied to HUD on behalf of local agencies for Continuum of Care funding. There were 12 local projects awarded grants for the FFY23 with a total grant award of \$2,746,359.

Continuum of Care projects were funded to Bethesda Center, Family Services, Samaritan Ministries, Experiment in Self-Reliance, the Housing Authority of Winston-Salem, The Salvation Army, City with Dwellings, Goodwill Industries of NWNC, and United Way of Forsyth County. The City of Winston-Salem also received a grant to assist in the acquisition of additional permanent supportive housing. Local agencies continued to use the Homeless Management Information System (HMIS) with the Michigan Coalition Against Homelessness as the HMIS Lead Agency.



Bethesda Center for the Homeless Shelter

The City and other member agencies of the Continuum of Care coordinate a single point-in-time count of homeless persons for the community. This count is part of a statewide count of homeless persons. At the last point-in-time count on January 31, 2024, 485 homeless persons were counted. Winston-Salem also participated in the national Longitudinal Systems Analysis (LSA), which found that 1,598 persons were reported as homeless in HMIS in one year.

The Continuum of Care has continued its outreach program to

allow outreach workers to help homeless persons into safe shelter or alternative housing options. The

Continuum of Care has also continued to work on the creation of additional affordable and permanent supportive housing resources and opportunities.

The community has a strong commitment to prevent homelessness and rapidly re-house homeless persons. In FY21 a homeless prevention and diversion program was created within the CoC to assist with diverting households from entering homelessness. Through the prevention and diversion program, households are eligible to receive assistance with rental arrears, rental assistance, utility assistance and security deposit assistance. The homeless prevention and diversion programs served 67 persons in FY24. Through various programs such as rapid rehousing and permanent supportive housing, households are eligible to receive assistance with rental assistance, utility assistance and security deposit assistance. In FY24 the rapid rehousing program served 409 persons using HUD funds. In addition, the community served 75 persons in permanent supportive housing.

The City continues to use CDBG, HOME, ESG and Continuum of Care funds to assist the homeless. The CoC grants fund coordinated entry, case management, permanent housing, HMIS and other services through local agencies. HOME tenant-based rental assistance is committed to homeless persons and persons with disabilities. ESG funds for shelter operations and improvements helped to promote Consolidated Plan and Continuum of Care goals. CDBG funds were used for transitional housing for male veterans through Veterans Helping Veterans Heal.

The City purchased the Burton Street shelter from Experiment in Self-Reliance in FY24, a 10-unit, 2-bedroom complex, with a plan to utilize it for permanent supportive housing. This housing project will be prioritized for chronically homeless families. The City is currently rehabbing the property to make it suitable for households prior to move in. The units will utilize project-based vouchers to assist chronically homeless households with an affordable unit while also providing case management services. The permanent supportive housing project was made possible with the use of CDBG for acquisition and rehab and Continuum of Care (CoC) funds for vouchers.

Programs that had been created in response to the COVID-19 pandemic to assist the homeless and prevent homelessness and evictions ended during the program year. The ESG-CV program and Financial Pathways of the Piedmont’s rent, utility and mortgage assistance program using CDBG-CV funds ended September 30, 2023, and United Way of Forsyth County’s program using CDBG-CV funds to provide financial assistance for diversion from emergency shelter ended June 30, 2024.

PART VI: ECONOMIC DEVELOPMENT

During FY24, staff provided over 212 businesses with technical assistance and conducted over 11 business plan reviews. During this period, one new loan was considered by the Loan Committee. In order to encourage entrepreneurial spirit and promote homegrown businesses, the City sponsors a Small Business Plan Contest every year. The winner chosen in FY24 was a catering service. Table 6 provides information on the small business loan projects completed during FY24.

Business Name	Business Type	Loan Amount	Total Jobs	Low/Mod Jobs	Job Titles	Race/Sex Employee
Share Food Cooperative	Grocery	\$100,000	16	12	Owner Operator, Staff	B-AA & W / M&F
Delicious by Shereen	Catering	\$5,000	2	2	Owner Operator, Staff	W / M&F

The City's Business Training Program provides training in business skills (e.g., taxes, bookkeeping, legal issues, marketing) necessary to own/operate a small service or retail business. This program initially focused on the construction trade, but, due to demand, was expanded to all service and retail businesses. During FY24, there were 57 total participants, including 49 who received a certificate of completion of the program.

S.G. Atkins Community Development Corporation continues to operate The Enterprise Center as a business incubator for small start-up businesses and non-profits. The Center's shared-use, licensed commercial kitchen also provides opportunities for specialty food and catering businesses to start up or expand.



The Enterprise Center

PART VII: OTHER ACTIONS

Public Housing

The Housing Authority of the City of Winston-Salem currently manages 1,335 units in 16 conventional public housing and HOPE VI developments. The stock consists of three high-rise towers – Crystal, Sunrise and Healy – which serve primarily the elderly and disabled; two fairly dense and aging traditional public housing family communities – Piedmont Park and Cleveland Avenue Homes; four smaller multi-family communities – Townview, Stoney Glen, The Oaks at Tenth, and Camden Station; and 15 single-unit family homes at Brookside View.

The Housing Authority continues to reassess and redefine its asset goals and agency mission. The focus is on creating and implementing strategies that result in providing quality, mixed-income developments of choice that support the operational needs of the Housing Authority.

Each of the public housing developments is operated under the private management model plan. All maintenance, applications, re-certifications, and management in each development are the responsibility of the property manager who supervises the entire apartment community. The Housing Authority is classified as a standard performer under HUD's Public Housing Assessment System (PHAS).

Public Housing Improvements. The Housing Authority receives a separate formula grant under the Capital Fund program. These funds are used for making capital improvements to existing public housing properties as well as the development of new public housing units and are used primarily for large-scale repairs and upgrades to existing units and sites.

HAWS initiated or completed the following capital improvements to its public housing properties:

- Elevator Modernization (Replacement) at Healy Towers, Crystal Towers and Sunrise Towers
- Crystal Towers Lobby and Laundry Renovation
- Crystal Towers Emergency Power Equipment Upgrades
- Camden Station Curb and Parking Lot Upgrades
- Piedmont Park Roof Replacements (59 buildings)
- Piedmont Park HVAC Replacements
- Piedmont Park Tree Pruning Project

- Townview Roof Replacements (25 buildings)
- Sunrise Towers Electrical Safety Upgrades
- 901 N. Cleveland Interior Renovations
- Healy Towers Fire Alarm Panel Upgrades
- Healy Towers Dayroom Upgrades

The Housing Authority continues to modernize units throughout its portfolio, which oftentimes includes electrical, plumbing, flooring, and HVAC upgrades.

All available capital fund grants will be prioritized and disbursed based on a physical needs assessment. The Housing Authority is currently working on the capital fund grants to ensure compliance with obligation and expenditure timelines. The approach will include addressing any health and safety-related issues first, appliances and mechanical systems second, and all other needs as funds are available. Successful implementation is achieved through a competent Capital Improvement Department staff, whose goals and objectives parallel those mandated by HUD.

Public Housing Redevelopment Area. HUD awarded an additional \$2,500,000 grant to the Housing Authority and the City of Winston-Salem to support the housing component of a previously awarded \$30,000,000 Choice Neighborhoods Initiative Grant and \$5,000,000 Choice Neighborhoods Supplemental Grant. The grant funds are being used for the transformation of the Cleveland Avenue Homes public housing community and surrounding neighborhood. More specifically, the grant is being used to provide improved neighborhood amenities and target destinations within the target neighborhood, develop capacity in the residents via the provision of case management services, and create approximately 400 units of new mixed-income housing (244 units of which will be replacement housing for current public housing families).



The Brown School Lofts Redevelopment of Cleveland Avenue Homes

The City of Winston-Salem is not only a co-grantee but also serves as the neighborhood lead and will coordinate the efforts with respect to public and community amenities within the grant area. The City of Winston-Salem has committed significant funds to the grant efforts.

The first phase of the Choice Neighborhoods Initiative activities (an off-site phase) was completed April 2024 and will be fully leased as of August 2024. The demolition of the second phase of the Choice Neighborhood Initiative has begun as of July 2024 and is scheduled to continue into the fall of 2024.

Public Housing Needs. Public Housing applications are taken on the Housing Authority’s website and the waiting lists for public housing vary by site.

<i>Family Developments</i>	<i>Waiting List #'s</i>	<i>Elderly/Disabled/Single Developments</i>	<i>Waiting List #'s</i>
Piedmont Park	10,844	Crystal Towers	857
Cleveland Homes	5,076	Sunrise Towers	4,622
Stoney Glen	5,875	Healy Towers	2,239
Townview	5,832	Brookside View	957
Oaks At Tenth	8,309		
Camden Station	8,626		

<i>Family Developments</i>	<i>Waiting List #'s</i>	<i>Elderly Developments</i>	<i>Waiting List #'s</i>
Aster Park	123	Azalea Terrace	35
Arbor Oaks	50	Alders Point	38
Providence Place	27		
Willows Peake	103		

The Housing Authority operates a Housing Choice Voucher Program (HCV) consisting of 4,537 tenant-based vouchers, 278 Mainstream vouchers, 144 VASH vouchers, 371 project-based vouchers, 158 moderate rehabilitation units, and 31 homeownership vouchers. In addition, HAWS administers approximately 239 special use vouchers, such as Permanent Supportive Housing, HOME Tenant-Based Rental Assistance, and Housing Opportunity for Persons with AIDS vouchers, for other agencies. The waiting list for the HCV tenant-based program has approximately 5,375 families and was open from April 2, 2024-April 4, 2024. The total annual budget authority for the Housing Choice Voucher Program is approximately \$28 million.

Homeownership Opportunities. The Housing Authority provides an opportunity for qualified residents to become homeowners through the Housing Choice Voucher (HCV) Homeownership Program. The HCV Program permits families who have a tenant-based voucher and participate in the Family Self-Sufficiency Program the option of purchasing a home with their assistance rather than renting. The Housing Authority currently administers 31 HCV vouchers. The Housing Authority has administered over 70 HCV homeownership vouchers in the program overall.

Public Housing Tenant Initiatives. The Housing Authority continues to help families achieve stable housing and work towards self-sufficiency. The Engagement Team and the Resident Opportunities and Self-Sufficiency (R.O.S.S.) program identify resident needs and implement services that improve the overall quality of life. The R.O.S.S. Program incorporates P.A.T.H. (People Achieving Their Highest) as an opportunity for families to reduce or eliminate dependence on government support and length of stay in public housing.

Families work with the R.O.S.S. Coordinator to develop goals that promote opportunities for improved health and well-being, financial education, trade skills and higher learning which is crucial for participating in a competitive labor market and for earning higher wages. Job aides such as employability workshops, hiring events, wellness fairs and financial workshops are held quarterly at public housing developments. Employment leads and other resources are available to assist with acquiring and retaining

employment. Quarterly meetings are held with program partners to assess the impact of services and measure the effectiveness of program activities. The Housing Authority continues to establish partnerships that promote educational enhancement, job creation and employment, health and wellness and financial independence.

Other Resident Initiatives. Health and wellness are vital services for the residents. Community health fairs are held quarterly with the focus on Medicaid Transformation providers. Residents are encouraged to prioritize health and preventive treatment for better quality of life. The long-standing partnership with United Health Center, Forsyth County Health Department, Oak Street Health, and Winston-Salem State University RAMS Know HOW onsite mobile unit are essential to the overall well-being of families. Other partnerships include Friendly Dental Van for onsite dental services and Daymark for mental health services. Most recently, the Housing Authority partnered with Forsyth County Health Department to push an initiative around substance abuse. The Housing Authority is looking to install NARCAN machines in different communities that have been identified based on surveys, resident assessments, the number of residents known to be substance abusers, and the number of overdoses on each property. Urban Strategies, Inc. provides onsite services within the scope of the Choice Neighborhood Initiative.

To meet the resident needs of the community, in partnership with Oak Street Health, health screenings and health education clinics have been established as needed. Masks and personal protective equipment are continuously being provided to residents. Tutoring for the children in the communities are still available year-round in Piedmont Park.

Forsyth Technical Community College, Goodwill Industries, and NEXTGen programs provide adult high school equivalency/high school diploma, training and employment opportunities. Residents are encouraged to complete the high school equivalency/high school diploma, which is a gateway to achieving better economic opportunities. Other partnerships include Forsyth County Library, which provides onsite STEM education, adult typing class and craft classes; The Child Resource Center, which provides educational activities for children birth to five years old; SMART Start and Family Services for Pre-K programs; and Crosby Scholars.

Financial education is offered through Federal Deposit Insurance Corporation (F.D.I.C.) Money Smart. Money Smart is an online computer-based learning program that covers topics such as the basics of borrowing money wisely, using a spending plan to achieve financial goals, and how to use banking products effectively. Residents enroll and complete 11 self-paced modules for adults and youth. Other financial resources include Consumer Financial Protection Bureau (CFPB) for seniors and Financial Pathways of the Piedmont.

Jurisdiction Housing Authority Relationship. The Mayor of the City of Winston-Salem appoints all nine commissioners of the public housing agency. The jurisdiction participates in review of the comprehensive Public Housing Authority Plan in both five-year and one-year intervals. The Housing Authority participates in development of the jurisdiction's Consolidated Plan, including participation in public meetings. Collaboration between the jurisdiction and the Housing Authority ensures that the Capital Fund Grant annual statement is consistent with the jurisdiction's assessment of low-income housing needs as evidenced in the Consolidated Plan.



Currently the City works closely with the Housing Authority in cross-referencing housing needs relating to low-income families and individuals. Systematic checks and balances as well as referrals are made where feasible. The two entities continue working in partnership on projects, such as HUD's Choice Neighborhoods grant, that provide opportunities to supply the community with additional affordable housing options for low-income families and individuals.

Hazard Reduction/Lead-Based Paint (LBP)

All applicable rehabilitation cases that were processed during the FY24 program year were administered utilizing the Lead Safe Housing Rule. Staff attended the required two-year refresher training classes and were re-certified for another year. Three units were tested by an outside consultant. During the year, lead hazard reduction assistance was provided on three units at an average amount of 22,916.83 per unit.

Lead testing, Lead remediation, and Lead clearance is performed by certified third party vendors who are contracted to perform lead work for the units identified with lead hazards. A certified Lead clearance is provided at the end of every job that required remediation to verify that work was performed effectively and the hazards have been removed.

The Lending Division supplies every applicant with the lead information in the form of a pamphlet entitled *Protect Your Family From Lead in Your Home*. By providing this pamphlet every applicant is informed of the potential risk of the lead hazard exposure from renovation activity that may be performed in their home.

Anti-Poverty Efforts

Key components of the City's anti-poverty strategy are economic self-sufficiency and wealth building. In addition to activities described in Part IV: Continuum of Care, the City provided CDBG funds to Veterans Helping Veterans Heal to provide transitional housing for homeless male veterans and to the Piedmont Triad Regional Council to assist people re-entering society from prison. The City provided local funds to ESR to provide free income tax preparation service and electronic filing to low-income filers. Eligible filers were encouraged to claim the earned income tax credit and other credits. No projects requiring compliance with Section 3 were completed during the program year.

A primary means to build wealth is through homeownership. The City and County provided CDBG funding to Financial Pathways of the Piedmont's Center for Homeownership to provide one-on-one homeownership counseling and homeownership education classes; matching funds for the IDA Program; homebuyer assistance to eligible first-time homebuyers with HOME funds; and development assistance with HOME funds to Habitat for Humanity.

The effects of the COVID-19 pandemic continued to linger, especially for children and people unstably housed. During the summer of 2023, the City provided CDBG or CDBG-CV funds to H.O.P.E. of Winston-Salem, Second Harvest Food Bank of Northwest North Carolina, and Sunnyside Ministries to address food insecurity; to the Winston-Salem Recreation and Parks Department and the YMCA of Northwest North Carolina to enable children to attend summer child care programs; and to Family Services to provide mental health counseling. The Rent, Utility and Mortgage Assistance (RUMA) program, which used CDBG-CV funds to provide rent, utility or mortgage assistance to prevent the loss of permanent housing, ended September 30, 2023. The City has continued to provide CDBG-CV to United Way of Forsyth County for diversion assistance and to use CDBG-CV funds for motel vouchers to prevent homelessness.

Local Monitoring and Compliance

The Neighborhood Services Department has the direct responsibility for assuring program accountability in the use of Federal funds to support housing and certain economic development activities in the City and in the County. Fiscal and regulatory compliance monitoring are designed to assure that funded activities and program beneficiaries are eligible under program guidelines and that all applicable regulatory requirements are met. To the extent feasible, mechanisms are incorporated into program design, policies and procedures to provide internal control checks and balances and to assure that non-performance is detected and resolved in a timely manner.

Administration by Agreement. Whether activities are undertaken by non-profit organizations as “subgrantees” or by developers, activities are controlled by agreements that outline the scope of work, budget, documentation required for payment, reports to be submitted, and compliance regulations required. With rare exceptions, payment is made on a reimbursement basis. By linking fund disbursement to program performance documentation, funds are only disbursed for completed activities and not disbursed without adequate supporting documentation and performance data. During FY24, the department administered over 69 funding agreements under CDBG, HOME, ESG, HOPWA, Continuum of Care, Housing Finance Fund (local), and General Obligation Bond programs. In addition, the department administered 16 funding agreements under ESG-CV, NC ESG-CV, and CDBG-CV programs in response to the COVID-19 pandemic.

Oversight of Development in Progress. Site inspections by department staff are used to corroborate completion and/or progress of capital improvement activities. These activities include new construction, acquisition, public facilities and improvements, and large-scale multi-family project activities. Due to staff shortages for half of the program year, the department relied on the City/County Inspections Division and the Housing Authority for the Choice Neighborhoods Initiative (CNI). A construction management project supervisor started in January 2024. Areas of focus consisted of rehab at new construction for Habitat’s projects, Pegram Landing II and Salem Gardens Apartments, and CNI Phase 1.

On-Site Monitoring. The City uses a risk-based approach to monitor Subgrantees on site for compliance with applicable rules and eligibility of program participants. The primary criteria for designating a Subgrantee as high risk include undertaking multiple activities or using multiple HUD funding sources, especially with relatively large amounts of funds; recent turnover among funded staff or a history of high turnover; and a prior history of concerns and findings. High-risk Subgrantees are to be monitored on-site annually, while low-risk Subgrantees may be monitored biannually. Medium-risk Subgrantees may be monitored on site biannually unless desk monitoring indicates an annual visit. Staff completed nine monitoring visits during FY24.

Periodic Reporting. Every program and/or activity has a periodic reporting requirement, which varies in scope and frequency as determined by volume of activity. Reports are generated by the staff, department or agency responsible for implementation and reviewed monthly/quarterly to determine progress, status and whether any corrective action is required. These reports also serve as the basis for compilation of performance reporting to HUD.

Post-Completion Tracking. Post completion tracking of multi-family rental projects includes property inspections, financial statements, resident characteristics, and expiration of deferral periods. Physical inspections of a sample of units, as determined by fund source and number of units, are conducted by a contractor, State Code Enforcement, Inc., to complete the inspection. Financial statements and resident information are reviewed by Neighborhood Services’ Housing and Community Services Division staff to determine the financial viability of the project, that regulatory requirements are being met, and if action is necessary.

Barriers to Affordable Housing

In February 2024, the Winston-Salem City Council adopted an ordinance modifying the Unified Development Ordinances that would increase the density allowed in certain multifamily zoning districts by increasing the maximum number of units allowed per building and the maximum building height allowed. The change was needed because the supply of undeveloped, serviceable land available for residential development has been steadily decreasing in many areas of Forsyth County, and the remaining developable sites often have constraints such as creeks and associated floodplains and steep slopes that must be accommodated.

In June 2022, the Winston-Salem City Council adopted an ordinance creating the Affordable Housing Program as well as the Housing Justice Act. Both require inclusion of affordable housing in housing constructed, developed, rehabilitated, or renovated with City funds or on property acquired from the City. The Housing Justice Act also prohibits discrimination based on criminal record and source of income in such housing.

Actions to meet underserved needs, foster and maintain affordable housing, and fill gaps in local institutional structure were taken as described in the Consolidated Plan and FY24 Action Plan.

PART VIII: LEVERAGING RESOURCES

The results of the leverage of private funds for FY24 activities is addressed in Part III and depicted in Table 3, which shows leverage of \$4,041,993 to housing programs. As reflected, new construction and homebuyer assistance generated the most significant amounts of leverage. The HOME match is further discussed in Part XII.

Continuum of Care funds leverage other public and private resources. The cumulative value of matching funds for all CoC projects for the year was \$686,560. These cash and in-kind funds come from resources such as local organization private funds, the Kate B. Reynolds Charitable Trust, churches, businesses and private donors, as well as other public sources, such as federal and county funds. The ESG match is discussed in Part XII.

PART IX: SUMMARY OF CITIZEN COMMENTS

Availability of the CAPER was publicized for review and comment in the Winston-Salem Journal and The Chronicle, two major local newspapers, and posted on the City web site. The comment period started on September 5, 2024 and ended on September 19, 2024. No comments have been received as of this publication.

PART X: SELF-EVALUATION

The first year of the 2024-28 Consolidated Plan was challenging. New Construction Owner and Existing Owner were still recovering from the COVID-19 pandemic, especially higher costs and interest rates, while the City revamping its homeowner rehab program contributed to fewer completions in Rehab Owner. One Rental New Construction completed construction and is leasing up, and one Rental New Construction and one Rental Rehab project are under construction and projected to be completed in FY25. Staff spent considerable time on implementing the CDBG workout plan.

Providing Decent Housing – As depicted in Table 2, the City and County used CDBG, HOME, and General Obligation Bond (local) funds to complete 76 units during FY24. Approximately one-half of the units were located in the Neighborhood Revitalization Strategy Areas (NRSAs). No multi-family rental developments were completed, one development – Choice Neighborhoods Initiative (CNI) Phase 1 – completed construction and is leasing up, two developments – Pegram Landing II and Salem Gardens Apartments – were under construction, and one development – CNI Phases 2 and 3 – began demolition. Habitat for Humanity focused construction on the Stone Terrace subdivision using HOME funds. Finally, the environmental assessment was completed on the Cleveland Avenue Homes public housing site of the \$30,000,000 Choice Neighborhoods Implementation Grant awarded to the Housing Authority of Winston-Salem and City of Winston-Salem in April 2020, which will be developed into multifamily rental housing for families in Phases 2 to 5. Phases 2 and 3 will be constructed at the same time.

During the year the City continued its lead role in administering HUD programs for the homeless and assisting in staff support for the Continuum of Care. Details of progress are included in Part IV: Continuum of Care. The Continuum of Care funded twelve projects that serve homeless persons. In assessment of the overall system, the community served the majority of homeless sheltered at the appropriate emergency, transitional or permanent supportive housing level. The community provides rapid rehousing in an effort to reduce the need for shelter. During the program year, the community also continued to provide prevention and diversion to reduce the need for shelter. The Continuum of Care operated a coordinated intake center and provides rapid re-housing through a collaboration of agencies and programs. Local agencies continued to use HMIS.

Providing A Suitable Living Environment – Non-housing activities implemented in FY24 to meet identified needs included funding to four projects that provided public services to low- and moderate-income persons – Liberty-East Redevelopment Corp. after-school program, Center for Homeownership, Experiment in Self-Reliance (ESR) income tax preparation program, and Piedmont Triad Regional Council Project Re-Entry; funding to United Way for homeless system coordination; funding to two projects providing supportive services for homeless persons – Veterans Helping Veterans Heal and communitywide coordinated assessment; and shelter and rapid re-housing for homeless persons with ESG funds. CDBG-CV funds were provided to one agency to operate a Rent, Utility and Mortgage Assistance program to prevent loss of housing due to the COVID-19 pandemic. The City purchased ESR's Burton Street shelter facility and will convey the property to a non-profit agency to operate as permanent supportive housing.

The City and County are responding to input received through extensive collaborative processes. Examples include the Continuum of Care process, the Council on Services for the Homeless, the Ten-Year Plan Commission on Homelessness, the Winston-Salem/Forsyth County Asset Building Coalition, ongoing technical assistance to non-profit housing development organizations, and response by Community Assistance Liaisons to citizen and neighborhood concerns. Community consultation also took place through preparation of the 2024-2025 Consolidated Housing and Community Development Plan.

Expanding Economic Opportunities – The City continued to address business development as a basis for economic investment, job growth and retention in the Neighborhood Revitalization Strategy Areas. Two businesses completed projects and created four jobs as a result of financial assistance from the Small Business Loan Program during FY23. In FY24, 27 persons completed the Business Training Program. Other economic development accomplishments can be found in the Neighborhood Revitalization Strategy summaries in Appendix E.

Program Timeliness – The City met the FY24 requirement to draw down ESG funds within two years. No HOME disbursement requirements were due during FY24, the overall HOME commitment deadlines have been suspended, and the CHDO commitment deadline was met.

The City was on a workout plan during FY24 because it did not meet the CDBG drawdown ratio by having no more than 1.5 times the entitlement grant in the line of credit on May 2, 2023. The Greensboro Field Office accepted the City’s workout plan outlining how the City planned to meet the drawdown ratio on May 2, 2024. However, the City did not meet the drawdown ratio. Some of the proposed projects took longer to implement than planned, some did not work out, and some expended less than expected.

COVID-19 – City staff spent significantly less time administering COVID-19 funds (CDBG-CV, ESG-CV, HOME-ARP) than in previous years. The ESG-CV program ended September 30, 2023, and staff reviewed final invoices from subgrantees, submitted ESG-CV quarterly reports, and responded to the HUD monitoring letter. There were no CDBG-CV or HOME-ARP deadlines during FY24.

PART XI: CDBG PROGRAM REQUIREMENTS

1. The Relationship of CDBG Expenditures to Plans, Strategies and Priorities:

Program accomplishments have been summarized in Parts I and II. CDBG funds were expended for the single-family rehabilitation program, including program operating costs; loans and technical assistance to for-profit businesses; operating costs to non-profit agencies that provide counseling and case management, employment training, and transitional housing; and planning and administration, including planning for the Choice Neighborhoods Implementation grant. The majority of single-family rehabilitation and emergency repair activities are financed with CDBG funds. The Table 4 summary of production by income reflects low-and moderate-income benefit for all federally funded program activities, and the Financial Summary reflects 97.6% low/mod benefit.

2. Changes in Priorities and Objectives:

No changes took place. Efforts are being focused on stretching limited funds to “do more with less.”

3. Status Summary:

The City pursued resources identified in the Annual Plan, including completion of a consolidated Continuum of Care application. Certifications of Consistency with the Consolidated Plan were provided to organizations applying for applicable federal funds as well as a combined certification for all Continuum of Care projects. The City also coordinated local agency participation in the Emergency Solutions Grant Program operated by the state Department of Health and Human Services. There was no known hindrance of attainment of goals/objectives through action or inaction.

4. National Objectives:

Grantee funds were used exclusively to meet national objectives.

5. Displacement and Relocation:

No CDBG funds were used for permanent displacement and relocation during FY24.

6. Economic Development:

No economic development activities were undertaken during FY24 where jobs were “made available to” low- and moderate-income persons. All jobs created were “held by” low- and moderate-income persons. Economic development accomplishments can be found in Part V.

7. Limited Clientele Activities:

During FY24, the City funded two presumed benefit activities, which served homeless persons and one nature/location activity, which served former prisoners re-entering society. The other limited clientele activity served potential homeowners, and the agency carrying out this activity documented low/mod status by collecting information on income and household size.

8. Program Income:

CDBG program income for the year ending June 30, 2024 was \$883,096.89. Appendix A further supplements the information for the CDBG program. CDBG program income is budgeted for eligible program activities and drawn on a first-in, first-out basis. In IDIS, the City began the program year with \$1,801.81 in program income, receipted \$889,089.32, expended \$890,891.13, and ended the program year with \$0.00.

9. Rehabilitation:

This program provides financial and technical assistance to qualified owner-occupants and investors to repair substandard properties. In targeted areas, low- and moderate-income owner-occupants are eligible for direct payment and forgivable loans and investor-owners are eligible for direct payment loans to repair single-family dwellings. Investors are also eligible for direct payment loans to repair multifamily properties citywide. The Lending Division is also responsible for emergency repair assistance, architectural barrier removal assistance (physical accessibility), and the TURN Program. The TURN program provides local general obligation bond funds to assist residents (owner and investor) in targeted areas to rehabilitate their property.

Rehabilitation accomplishments are addressed in Part III: Affordable Housing and depicted in Tables 2-5. Of the City’s completed cases, one used CDBG as the primary fund source, two used HOME funds, and one used local TURN funds. There were no TURN/HOME combination cases and one TURN/CDBG combination case.

An accurate workload summary is difficult since cases can take varying amounts of time to complete, and there are always units in process and a carryover of units begun in one year and completed in a following year. An accurate workload summary, as shown in Table 9, includes infeasible cases which are processed through staff review prior to obtaining bid estimates, cancelled cases that were approved by Loan Committee and later cancelled by the property owner, and carryover cases that were pending or under construction from the previous year. The City expended \$660,589.69 in CDBG funds and \$0 in HOME funds for Lending Division staff costs in FY24.

Table 9 FY24 Rehabilitation Workload	
# Applications Taken	72
# Referred to Loan Committee	0
# Approved by Loan Committee	0
# Approved by Department Head	1
As of 6/30/24:	
# Completed	4
# Under Construction	0
# Pending	0
# Cancelled	15

10. Neighborhood Revitalization Strategy Area:

The City developed objectives and outputs for the Neighborhood Revitalization Strategy Area (NRSA) in the areas of housing and economic opportunities, submitted as part of the FY 2019-2023 Consolidated Plan. While waiting for HUD to review and approve the new NRSA, HUD released new low- and moderate-income summary data in February 2019. The City submitted two Revitalization Strategies that comply with the new data as part of the 2019-2020 Annual Action Plan. HUD approved both strategies in a letter dated July 2, 2019. Information on accomplishments is detailed in Appendix E.

PART XII: HOME PROGRAM REQUIREMENTS

1. HOME Match:

Consistent with HOME program regulations, the City does not require a fund match for each project or activity, but rather match is derived from those projects and activities for which such is feasible and reasonable to be required. Since HOME match is based on HUD's fiscal year, the reporting period is October 1, 2022 to September 30, 2023. With a carryover of \$10,122,697.11, the current match contribution of \$206,790.51 will increase the amount of carryover to be applied against this year's liability of \$81,329.75, resulting in a new carry-over of \$10,248,157.87. HOME match was derived from the City, County general fund dollars and private funds raised by Habitat for Humanity for CHDO set-aside projects. The match report is attached as Appendix B.

2. Minority/Women Business Enterprise Participation:

Minority/Women Business Enterprise participation for all programs is reported on the HUD 2516 form to be submitted by October 15th. The City, through its Office of Business Inclusion and Advancement, maintains a list of vendors that are certified by the State of North Carolina as Historically Underutilized Businesses (HUBs) and conducts outreach and assistance to eligible businesses to become HUB-certified. There were two completed HOME projects of \$25,000 or more during FY24. Two totaling \$123,676.20 were completed by a Black/African-American Enterprise. None were completed by a Women Business Enterprise.

3. Results of Inspections of HOME-Assisted Units:

Pursuant to loan agreements between the City and borrowers, property assisted with HOME, CDBG and/or local funds must be maintained in compliance with the Minimum Housing Code of the City and with Section 8 Housing Quality Standards, as applicable. A sample of units of property in the loan portfolio is inspected annually by a consultant to the City's Neighborhood Services Department.

There are currently 1,971 units in 30 completed multi-family projects in the City and County's loan portfolio. There are an additional 290 units in three projects with City commitments for which construction is not complete or the provisions of the commitment have not been met. Of the completed projects, 250 HOME-assisted units in 15 projects were in the HOME affordability period. Of the incomplete projects, 25 HOME-assisted units in three projects have HOME funds committed to them. Annual inspections of HOME-assisted projects are summarized in Table 11. Housing Authority staff conducted inspections of HOME TBRA units, and a contractor, State Code Enforcement, Inc., completed the inspections for FY24. Of the 211 units inspected in 2024, 0% were found to have major code violations, with 100% in standard condition or in need of only minor repairs.

Project Name	Location	Total Units	Project Type	No. Inspected
Abbington Gardens	300 Noel Drive	64	New Const	12
Alders Point	590 Mock Street	100	New Const	13
Arbor Oaks	150 Willow Oak Dr	72	New Const	33
The Enclave	1451 Colony Lodge St	68	New Const	7
The Enclave II	4101 Bethania Station Rd	96	New Const	4
Fifth Street Apts. II	449-473 Dunleith Ave.	8	New Const	4
Gladstone	1301 Brookstown	17	Rehab	12
Goler Manor Apts.	601 N. Chestnut St.	79	New Const	12

Project Name	Location	Total Units	Project Type	No. Inspected
HOME TBRA	Scattered Sites	73	TBRA	70
Hunters Hill	1067 Hutton Street	12	New Const	4
Orchard Creek	2810 Orchard Creek Lane	64	New Const	8
Providence Place	1412 Gillcrest	56	New Const	8
Rockwood at Oliver's Crossing	1630 Rockwood Crossing Drive	64	New Const	10
University Court	1512 University Court	12	New Const	4
Southgate Apartments	980 East 2 nd St.	108	Rehab	10
Total		893		211

4. HOME Program Income:

HOME program income for the City for the year ending June 30, 2024 was \$486,690.67, consisting of \$464,690.67 in program income and \$22,000.00 in recaptured funds. Program income for Forsyth County was \$67,395.34. HOME program income is budgeted for eligible program activities and drawn according to the requirements published in the HOME Interim Rule in December 2016. In IDIS, the Consortium began the program year with \$1,544,489.51 in program income, receipted \$641,205.04, expended \$372,335.68, of which \$0 was for tenant-based rental assistance, and ended the program year with \$1,813,358.87.

PART XIII: ESG PROGRAM REQUIREMENTS

ESG entitlement funds were provided to six non-profit subgrantee agencies – Bethesda Center for the Homeless, City with Dwellings, Family Services, Samaritan Ministries, The Salvation Army, and United Way of Forsyth County – and used to support the operation and maintenance of emergency shelters, rapid re-housing for homeless individuals and families, and homeless management information systems (HMIS). No street outreach, homelessness prevention, administrative, or shelter rehabilitation or conversion activities were funded. A total of \$205,826.99 in ESG entitlement funds was expended during FY24. ESG matching funds totaling \$205,826.99 were provided by subgrantee agencies from private funds and volunteer hours.

All ESG subgrantee agencies except domestic violence shelters must enter client data in a community-wide homeless management information system (HMIS). Required reporting data is derived from the HMIS and from a comparable database for domestic violence programs.

The following tables summarize ESG accomplishments.

Table 11: Household Information for ESG Activities					
	Number of Persons in Households				
	Street Outreach	Shelter	Rapid Re-Housing	Homelessness Prevention	Total
Adults	0	1,069	174	0	1,243
Children	0	179	66	0	245
Don't Know/Refused	0	0	1	0	1
Missing Information	0	2	3	0	5
Total	0	1,250	244	0	1,494

Table 12: Gender and Age for All ESG Activities			
Male	935	Under 18	245
Female	532	18-24	98
Transgender	2	Over 24	1,145
Gender Non-Conforming	3	Don't Know/Refused	1
Unknown	22	Missing Information	5
Total	1,494	Total	1,494

Table 13: Race and Ethnicity for All ESG Activities	
Race:	
White	428
Black or African American	955
Asian	3
American Indian or American Native	9
Native Hawaiian or Other Pacific Islander	4
Black or African American & White	7
American Indian or American Native & Black or African American	2
Other Multiracial	65
Unknown	21
Ethnicity:	
Hispanic	93
Not Hispanic	1,401
Total	1,494

Subpopulation	Total Persons Served – Prevention	Total Persons Served – Rapid Re-Housing	Total Persons Served - Emergency Shelters	Total Persons Served
Veterans	0	39	77	116
Victims of Domestic Violence	0	64	201	265
Elderly	0	11	67	78
HIV/AIDS	0	9	24	33
Chronically Homeless	0	76	81	157
Persons with Disabilities:				
Severely Mentally Ill	0	63	416	479
Chronic Substance Abuse	0	37	200	237
Other Disability	0	66	324	390
Total (unduplicated if possible)	0	110	408	479

	FFY 2021 Funds	FFY 2022 Funds	FFY 2023 Funds
Rental Assistance	0	0	0
Housing Relocation and Stabilization Services - Financial Assistance	0	0	0
Housing Relocation & Stabilization Services - Services	0	0	0
Homeless Prevention under Emergency Shelter Grants Program	0	0	0
Subtotal Homelessness Prevention	0	0	0
Rental Assistance	0	0	23,130.00
Housing Relocation and Stabilization Services - Financial Assistance	0	2,534.49	17,990.00
Housing Relocation & Stabilization Services - Services	0	9,897.50	10,280.00
Homeless Assistance under Emergency Shelter Grants Program	0	0	0
Subtotal Rapid Re-Housing	0	12,431.99	51,400.00
Essential Services	0	0	0
Operations	0	0	105,995.00
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
Subtotal Emergency Shelter	0	0	105,995.00
Street Outreach	0	36,000.00	0
HMIS	0	0	0
Administration	0	0	0
Subtotal Other Grant Expenditures	0	36,000.00	0
Total ESG Funds Expended	0	48,431.99	157,395.00

Table 16: ESG Match Requirement			
	FFY 2021	FFY 2022	FFY 2023
Other Non-ESG HUD Funds	0	0	0
Other Federal Funds	0	0	0
State Government	0	0	0
Local Government	0	0	0
Private Funds	0	48,431.99	123,100.00
Other	0	0	34,295.00
Fees	0	0	0
Program Income	0	0	0
Total Match Amount	0	48,431.99	157,395.00

PART XIV: HOPWA PROGRAM REQUIREMENTS

HOPWA entitlement funds were provided to one project sponsor – Positive Wellness Alliance (PWA) – and used for short-term rent, mortgage, and utility assistance payments, tenant-based rental assistance, associated housing programs, and administration for low-income persons and their families with HIV/AIDS. The program covers Forsyth, Davie, Davidson, Stokes, and Yadkin Counties. A total of \$445,726.15 in HOPWA entitlement funds were expended during FY24. PWA served 119 individuals with HOPWA-eligible assistance, of which 58 households received rental assistance and 23 households received short-term mortgage, rent and utility assistance (STRMU).

PART XV: COVID-19 RELATED PROGRAM REQUIREMENTS

1. CARES Act Community Development Block Grant (CDBG-CV):

CDBG-CV entitlement funds were used for two programs – a Diversion program and a Rent, Utility, and Mortgage Assistance (RUMA) program. Both programs responded to the economic fallout of the COVID-19 pandemic that resulted in business closures and job losses and could lead to households losing their housing.

Funds for the Diversion program were provided to United Way of Forsyth County to pay for a variety of costs that prevent low-income households from becoming homeless and entering emergency shelters. City with Dwellings assessed and provided services to clients; however, clients did not have to meet HUD’s definition of homeless. Costs may include rent, utilities, deposits, arrears, and bus tickets. The United Way Diversion program ended June 30, 2024. A total of \$260,235.64 was spent on Diversion over the life of the program, and 625 persons were assisted.

The RUMA program was carried out by two non-profit agencies and has ended. Financial Pathways of the Piedmont provided mortgage and utility assistance to homeowners behind on their mortgages and at risk of foreclosure. Its program ended September 30, 2023, spending a total of \$707,298.29 to assist 177 households over the life of the program. Sunnyside Ministries provided rent and utility assistance to renters at risk of eviction. Its program ended September 30, 2022, spending a total of \$497,649.44 to assist 170 households over the life of the program.

CDBG-CV funds were provided to two non-profit subgrantee agencies during summer 2023 – YMCA of Northwest North Carolina and H.O.P.E. of Winston-Salem –to support public service programs that addressed the emotional health of children and youth and food insecurity. CDBG-CV funds were also

provided to Family Services to offer mental health counseling to low- and moderate-income individuals and families and used by the City for motel vouchers as emergency shelter for homeless families.

2. CARES Act Emergency Solutions Grant (ESG-CV):

The ESG-CV program ended September 30, 2023, and the City is working to close out the grant. From July 1, 2020 to September 30, 2023, ESG-CV entitlement funds were provided to a total of nine non-profit subgrantee agencies – Bethesda Center for the Homeless, City with Dwellings, Experiment in Self-Reliance, Family Services, Liberty East Redevelopment, Positive Wellness Alliance, Samaritan Ministries, The Salvation Army, and United Way of Forsyth County – as well as the City of Winston-Salem and used to support the operation and maintenance of emergency shelters, rapid re-housing for homeless individuals and families, homelessness prevention, street outreach, and management of the homeless management and information system (HMIS). These programs prevented and prepared for COVID-19 by reducing the congregate shelter population, providing a more healthful shelter environment, and helping households find or maintain permanent housing where they would be at reduced risk of COVID-19. A total of \$2,535,209.22 of a total grant of \$2,708,005 was expended, leaving a balance of \$172,795.78. The following tables summarize ESG-CV accomplishments over the life of the grant.

Table 17: Household Information for ESG-CV Activities					
	Number of Persons in Households				
	Street Outreach	Shelter	Rapid Re-Housing	Homelessness Prevention	Total
Adults	131	3,139	131	181	3,582
Children	1	818	23	45	887
Don't Know/Refused	0	0	0	1	1
Missing Information	4	41	0	22	67
Total	136	3,998	154	249	4,537

Table 18: Gender and Age for All ESG-CV Activities			
Male	2,616	Under 18	887
Female	1,850	18-24	319
Transgender	12	Over 24	3,263
Gender Non-Conforming	5	Don't Know / Refused	1
Unknown	54	Missing Information	67
Total	4,537	Total	4,537

Race:	
White	1,345
Black or African American	2,885
Asian	19
American Indian or American Native	24
Native Hawaiian or Other Pacific Islander	8
Black or African American & White	0
American Indian or American Native & Black or African American	0
Other Multiracial	96
Unknown	102
Ethnicity:	
Hispanic	159
Not Hispanic	4,378
Total	4,537

Subpopulation	Total Persons Served – Prevention	Total Persons Served – Rapid Re-Housing	Total Persons Served - Emergency Shelters	Total Persons Served
Veterans	2	5	213	220
Victims of Domestic Violence	7	15	676	698
Elderly	9	11	181	201
HIV/AIDS	3	7	69	79
Chronically Homeless	15	72	283	370
Persons with Disabilities:				
Severely Mentally Ill	12	81	1,072	1,165
Chronic Substance Abuse	3	60	488	551
Other Disability	21	75	830	926
Total (unduplicated if possible)	21	81	1,072	1,165

3. HOME American Rescue Plan (HOME-ARP):

The City has been allocated \$4,887,567 of HOME funds provided through the American Rescue Plan (HOME-ARP). The City submitted an allocation plan, which HUD has accepted. The City is reviewing a potential project for those funds. A permanent supportive housing project previously approved has fallen through. No HOME-ARP funds were expended during FY24.

Appendix A

Financial Summary					
Grantee Performance Report		U.S. Department of Housing and Urban Development			
Community Development Block Grant Program		Office of Community Planning & Development			
City of Winston-Salem		B23MC370011	From 7/1/23 To 6/30/24		
Part I: Summary of CDBG Resources					
1	Unexpended CDBG funds at end of previous reporting period				5,082,668.54
2	Entitlement Grant from form HUD-7082				2,026,714.00
3	Surplus Urban Renewal Funds				0.00
4	Section 108 Guaranteed Loan Funds (Principal Amount)				0.00
5	Program income received by:	Grantee	Subrecipient		
a.	Revolving Funds	0.00	0.00		
b.	Other (identify below)	883,096.89	0.00		
	Total Program Income	883,096.89	0.00		883,096.89
6	Prior Period Adjustments (if negative, enclose in brackets)				0.00
7	Total CDBG Funds available for the use during this report period				7,992,479.43
Part II: Summary of CDBG Expenditures					
8	Total expenditures reported on Activity Summary				2,927,378.03
9	Total expended for Planning & Administration				391,268.64
10	Amount subject to Low/Mod Benefit Calculation				2,536,109.39
11	CDBG funds used for Section 108 principal & interest payments				0.00
12	Total expenditures (line 8 plus line 11)				2,927,378.03
13	Unexpended balance (line 7 minus line 12)				5,065,101.40
Part III: Low/Mod Credit This Reporting Period					
14	Total Low/Mod credit for multi-unit housing expenditures				0.00
15	Total from all other activities qualifying as low/mod expenditures				2,474,909.39
16	Total (line 14 plus line 15)				2,474,909.39
17	Percent benefit to low/mod persons (line 16 divided by line 10 this reporting period)				97.59%
Part IV: Low/Mod Benefit for Multi-Year Certifications (Complete only if certification period includes prior years)					
Program years (PY) covered in certification PY 2021 PY 2022 PY 2023					
18	Cumulative net expenditures subject to program benefit calculation				6,798,771.00
19	Cumulative expenditures benefiting low/mod persons				6,615,171.00
20	Percent benefit to low/mod persons				97.30%
Part V: For Public Service (PS) Activities Only: Public Service Cap Calculation					
21	Total PS expenditures				264,813.57
22	Total PS unliquidated obligations				0.00
23	Sum of line 21 and line 22				264,813.57
24	Total PS unliquidated obligations reported at the end of the previous reporting period				10,614.46
25	Net obligations for public services (line 23 minus line 24)				254,199.11
26	Amount of Program Income received in the preceding program year				784,139.23
27	Entitlement Grant Amount (from line 2)				2,026,714.00
28	Sum of lines 26 and 27				2,810,853.23
29	Percent funds obligated for Public Service Activities (line 25 divided by line 28)				9.04%
Part VI: Planning and Program Administration Cap Calculation					
30	Amount subject to planning and administrative cap (grant amount from line 2 plus line 5)				2,909,810.89
31	Amount expended for Planning & Administration (from line 9 above)				391,268.64
32	Percent funds expended (line 31 divided by line 30)				13.45%

Neighborhood Revitalization Strategy Area (NRSA)

The City of Winston-Salem submitted two Neighborhood Revitalization Strategies as part of the 2019-2020 Annual Action Plan. The two Strategies – NRSA-North and NRSA-South – comply with the low- and moderate-income summary data that HUD released in February 2019, and HUD approved both Strategies in a letter dated July 2, 2019. Both Strategies developed objectives and outputs for the Neighborhood Revitalization Strategy Area (NRSA) in the areas of housing and economic opportunities. The following information shows outcomes, leverage, and accomplishments for each NRSA.

Outcomes

Proposed outcomes of both Strategies consist of the reduction in the percentage of families living in poverty, the increase in median household income, and the increase in the employment rate and will be measured using American Community Survey data. The outcome data presented below is based on American Community Survey 2022 five-year estimates, compared to 2021 five-year estimates.

Reduction in the percentage of families living in poverty

- NRSA-North – The estimated percentage of families living in poverty is 38.6%, compared to 26.9% in 2021.
- NRSA-South – The estimated percentage of families living in poverty is 39.8%, compared to 44.5% in 2021.

Increase in median household income

- NRSA-North – The estimated median household income is \$25,160, compared to \$25,625 in 2021.
- NRSA-South – The estimated median household income is \$32,665, compared to \$26,257 in 2021.

Increase in the employment rate

- NRSA-North – The estimated unemployment rate is 11.3%, compared to 11.3% in 2021. The estimated unemployment rate in Winston-Salem was 5.8% and not available for 2021.
- NRSA-South – The estimated unemployment rate is 9.4%, compared to 8.4% in 2021. The estimated unemployment rate in Winston-Salem was 5.8% and not available for 2021.

Leverage

For the purpose of the Strategies, leverage is defined as funds provided by the City of Winston-Salem to a project in the NRSA, excluding federal funds derived from the HUD Office of Community Planning and Development (CDBG, HOME, ESG, Continuum of Care), and additional private investment in a project in the NRSA that the City is assisting. The two sources of locally derived funds provided by the City are General Obligation Bonds approved by the voters and Housing Finance Assistance Funds. Other Leverage consists primarily of owner equity and private financing.

Neighborhood Revitalization Strategy – North Leverage, FY24			
Activity	City Federal	City Leverage	Other Leverage
Single-Family Rehabilitation/Repair	\$214,357	\$99,078	\$18,217
Single-Family Housing Production	74,000	0	901,801
First Time Homebuyer Assistance	22,000	0	176,477
Housing Counseling	33,375	0	0
Multi-Family Rental Housing	0	0	0
Choice Neighborhoods	0	0	328,406
Small Business Loan Program and Business Plan Contest	0	0	0
Business Training	0	0	0
NRSA Building Rehab Program	0	0	0
Revitalizing Urban Commercial Areas (RUCA) Program	0	0	0
Brookwood Business Park	0	0	0

Neighborhood Revitalization Strategy – South Leverage, FY24			
Activity	City Federal	City Leverage	Other Leverage
Single-Family Rehabilitation/Repair	\$0	\$0	\$0
Single-Family Housing Production	14,800	0	217,200
First Time Homebuyer Assistance	120,000	0	1,292,158
Housing Counseling	33,375	0	0
Multi-Family Rental Housing	0	0	0
Small Business Loan Program and Business Plan Contest	105,000	300,000	150,000
Business Training	5,805	12,609	0
NRSA Building Rehab Program	0	0	0
Revitalizing Urban Commercial Areas (RUCA) Program	0	0	0

Investment that takes place in the NRSA absent City assistance will not be considered leverage, even though it benefits the NRSA. The Housing Authority of Winston-Salem was awarded a \$30,000,000 Choice Neighborhoods Implementation Grant in April 2020. Projects undertaken through the grant will benefit NRSA-North.

Accomplishments

Accomplishments are shown in the tables Neighborhood Revitalization Strategy – North, FY24 and Neighborhood Revitalization Strategy – South, FY24 below.

Neighborhood Revitalization Strategy - North, FY24

Activity	Objective	Output	Accomplishments
Housing			
Single Family Rehabilitation/Repair	Rehab single-family homes owned by owner-occupants or investors	Rehab 15 units per year	3 of 4 rehab houses were in the NRSA-North. They did not include TURN funds.
Non-Profit Housing Production and Purchase/Rehab	Provide construction financing to neighborhood non-profits for construction and sale or rehabilitating homes for resale to first-time homebuyers	Provide 1 construction loan to CDCs for new construction or rehab-resale	None
CHDO Housing Production	Provide financing to a CHDO for construction of single-family housing for homeownership	Construct and sell 12 houses per year.	5 of 6 houses constructed and sold by Habitat for Humanity were in the NRSA-North.
First Time Homebuyer Assistance	Provide soft second mortgages for acquisition of newly constructed or existing housing by first-time home buyers, with or without rehabilitation.	1) Provide second mortgages for up to 3 units per year 2) Provide financing for 1 purchase-rehab loans per year	1 of the 13 homebuyer assistance clients purchased homes in the NRSA-North.
Housing Counseling	Provide pre-and post-purchase one-on-one counseling and group education	150 households participate in homebuyer education and one-on-one counseling per year	A total of 133 households were provided individual or group education services, of which 87% were low-mod income.
Multi-Family Rehabilitation	Provide rehabilitation financing for rental units in properties of 4+ units	Provide financing for rehab of 25 units per year, subject to interest from owners	None
Multi-Family Production	Provide permanent financing for construction of new multi-family housing	Provide financing for construction of 25 units per year, subject to interest from owners	CNI Phase 1, 81 units for families, completed construction in FY24 and is leasing up.
Choice Neighborhoods	HAWS to implement recommendations in the Choice Neighborhoods Transformation Plan	1) HAWS to apply for a Choice Neighborhoods Implementation (CNI) Grant. City role to be determined. 2) City may provide financing for a housing development, subject to feasibility.	HAWS was awarded a CNI Grant in April 2020. Phase 1 (Brown Elementary site) completed construction in FY24 and is leasing up. Demolition in Phases 2 and 3 has begun, and construction will begin in FY25. A façade improvement program assisted 21 households in FY24.

Economic Opportunities			
Small Business Loan Program	Provide low interest loans to new and expanding businesses located within economically distressed areas of the City	Assist 25 businesses. Create 50 new jobs for NRSA residents.	During FY24, three new loans were presented to Small Business Loan Committee. Nearly 220 total businesses and/or entrepreneurs received technical assistance.
Small Business Plan Contest	Conduct a Small Business Plan Contest to broaden the reach of the Small Business Loan Program to budding entrepreneurs seeking assistance in writing business plans and the steps involved in starting a business. The winner receives a \$5,000 grant for start-up costs and may receive a \$5,000 loan.	Award 1 winner per year	Two winners were selected for to win the prize of \$5,000 grant funds towards business expenses. Both were in NRSA South. One is a media company, and the other is a marketing company.
Business Training Program	Provide instruction to help participants evaluate the feasibility of a business concept and develop the skills required to become the owners/operators of successful small businesses	Up to 10 participants to complete the class per year	During FY24, 54 distinct participants attended, of which 49 received a certificate of completion of the program.
NRSA Building Rehab Program	Provide financial assistance to commercial property owners with building and site improvements that address blight and encourage rehabilitation. Funded with local funds.	Complete 1 project per year	No new projects were approved.
Revitalizing Commercial Areas (RCA) Program	Provide financial assistance to commercial owners to assist in revitalizing select declining urban commercial areas. Funded with general obligation bonds.	Complete 1 project every 2 years	One previously approved project on New Walkertown Road received a modified approval. Project was not yet completed.
Brookwood Business Park	Continue build-out of an industrial, light manufacturing park to provide job and business development opportunities for NRSA residents	Market and sell 1 property in a 2-year period.	Preliminary design of the next phase of development has been completed.

Neighborhood Revitalization Strategy - South, FY24

Activity	Objective	Output	Accomplishments
Housing			
Single Family Rehabilitation/Repair	Rehab single-family homes owned by owner-occupants or investors	Rehab 15 units per year	0 of 4 rehab houses were in the NRSA-South. It included TURN funds.
Non-Profit Housing Production and Purchase/Rehab	Provide construction financing to neighborhood non-profits for construction and sale or rehabilitating homes for resale to first-time homebuyers	Habitat to complete 13 houses in Happy Hill to help HAWS complete HOPE VI grant	Habitat completed construction of 5 houses in Happy Hill, and all have been sold.
CHDO Housing Production	Provide financing to a CHDO for construction of single-family housing for homeownership	Construct and sell 3 houses per year.	1 of 6 houses constructed and sold by Habitat for Humanity were in the NRSA-South.
First Time Homebuyer Assistance	Provide soft second mortgages for acquisition of newly constructed or existing housing by first-time home buyers, with or without rehabilitation.	1) Provide second mortgages for up to 7 units per year	6 of the 13 homebuyer assistance clients purchased homes in the NRSA-South.
Housing Counseling	Provide pre-and post-purchase one-on-one counseling and group education	150 households participate in homebuyer education and one-on-one counseling per year	A total of 133 households were provided individual or group education services, of which 87% were low-mod income.
Multi-Family Rehabilitation	Provide rehabilitation financing for rental units in properties of 4+ units	Provide financing for rehab of 25 units per year, subject to interest from owners	None
Multi-Family Production	Provide permanent financing for construction of new multi-family housing	Provide financing for rehab of 25 units per year, subject to interest from owners	None
Economic Opportunities			
Small Business Loan Program	Provide low interest loans to new and expanding businesses located within economically distressed areas of the City	Assist 25 businesses. Create 50 new jobs for NRSA residents.	During FY24, three new loans were presented to Small Business Loan Committee. Nearly 220 total businesses and/or entrepreneurs received technical assistance.
Small Business Plan Contest	Conduct a Small Business Plan Contest	Award up to 2 winners per year	A winner was selected to win the

	to broaden the reach of the Small Business Loan Program to budding entrepreneurs seeking assistance in writing business plans and the steps involved in starting a business. The winner receives a \$5,000 grant for start-up costs and may receive a \$5,000 loan.		prize of \$5,000 grant funds towards business expenses. It was in NRSA South. It was a catering company.
Business Training Program	Provide instruction to help participants evaluate the feasibility of a business concept and develop the skills required to become the owners/operators of successful small businesses	Up to 10 participants to complete the class per year	During FY24, 54 distinct participants attended, of which 49 received a certificate of completion of the program.
NRSA Building Rehab Program	Provide financial assistance to commercial property owners with building and site improvements that address blight and encourage rehabilitation. Funded with local funds.	Complete 1 project per year	No new projects were approved.
Revitalizing Commercial Areas (RCA) Program	Provide financial assistance to commercial owners to assist in revitalizing select declining urban commercial areas. Funded with general obligation bonds.	Complete 1 project every 2 years	No projects were approved.

DRAFT