



City of Syracuse
Department of Neighborhood and Business Development

DRAFT
Second Annual Action Plan
Program Year 42 (2016-2017)

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Second Annual Action Plan Program Year 42 (2016-2017)

Executive Summary

The City of Syracuse Department of Neighborhood & Business Development (NBD) submits the City of Syracuse Second Annual Action Plan, as required by the U.S. Department of Housing and Urban Development (HUD). This Action Plan corresponds with the Five-Year Consolidated Plan released by the City and approved in 2015. The update includes various levels of strategic planning for the implementation of HUD entitlement grant funds during Program Year 42 (2016 - 2017). Identified within this Action Plan are specific agencies and activities requesting HUD entitlement funding to successfully carry out programs which address specific community needs as identified by the City and its residents.

This Action Plan is the result of a collaborative process between the City and the community. Described are the community needs, resources, priorities, and proposed activities to be undertaken utilizing federal Community Development Block Grant (CDBG), HOME Investment Partnership Grant (HOME), and Emergency Solutions Grant (ESG) funds. The City requests to utilize the following amount in entitlement funds for the 2016-2017 program year:

Grant Administering Agencies

Grant*	Administering Agency	Allocated Amount
Community Development Block Grant	City of Syracuse	\$ 4,488,859
HOME Investment Partnership	City of Syracuse	\$1,073,525
Emergency Solutions Grant	City of Syracuse	\$414,429
Housing Options for Persons with AIDS (HOPWA)	City of Syracuse (in partnership with New York State Office of Temporary and Disability Assistance)	\$292,990

* Does not include program income. See page 8 for more information.

In accordance with Title 24 Code of Federal Regulations (24 CFR) Part 91, all jurisdictions anticipating the receipt of the above federal grants must complete an Annual Action Plan. The Action Plan describes each community partner's anticipated contribution and efforts to obtain the goals and needs of the City and its residents outlined in the City of Syracuse Five-Year Consolidated Plan (2015-2019). The Action Plan covers the period from **May 1, 2016 through April 30, 2017**.

Annual Goals and Objectives

The overall goal of the City is to provide all residents with vibrant neighborhoods that contain quality affordable housing choices, prosperous business opportunities, well-performing schools, and abundant recreational resources. This goal is successfully accomplished through providing:

Quality Affordable Housing

The City's Department of Neighborhood and Business Development deploys a two-pronged approach to achieving the balanced goal of providing new affordable housing and maintaining the City's current affordable housing stock. Community Development Block Grant and HOME Investment Partnership funds are utilized in the most efficient way possible to move towards achieving that goal. In an effort to preserve the City's existing affordable housing our housing partners offer home improvement loans, homebuyer subsidies and foreclosure prevention counseling to residents of the City. While preserving existing affordable housing is important, providing new affordable housing is also a priority need, which further achieved through down payment and closing cost programs, pre-purchase housing counseling and large development projects carried out by our housing partners. Each of these programs ensures the availability of affordable housing for both homeowners and renters within the City.

Assisting Vulnerable Populations

Vulnerable populations face challenges other individuals may not face when seeking safe, affordable, quality housing. The City has made it a priority need to increase the availability of supportive services for vulnerable populations including persons with physical disabilities, persons with HIV/AIDS, refugees, homeowners facing foreclosure, tenants facing eviction and non-English speaking populations. Support services provided through Community Development Block Grant funding include: relocation services, special needs housing development, refugee education and non-English speaking community centers as well as a variety of counseling programs. These services are offered as a vehicle for ensuring each resident of the City has equal access to affordable housing and supportive services.

Administering Public Service Activities

Ensuring the availability of services for youth and elderly populations is a priority need for the City's Community Development Block Grant funds. Neighborhood based activities, educational programs and support services are provided to youth and elderly populations through safe and accessible community center environments. Youth and elderly based programs take place throughout the year and provide access to necessary supportive networks. The community center based approach to providing essential services allows the youth and elderly populations to connect with a diverse network of individuals.

Resources for Homeless Populations

The Emergency Solutions Grant allows the City to carry out both traditional and innovative programs to serve the City's homeless population. Collaboration between local non-profits, the Housing and Homeless Coalition, the Housing Vulnerable Task Force and the Continuum of Care is a priority for the City. These collaborations allow the Emergency Solutions Grant to efficiently increase the number of critical support services offered to homeless and at risk of homeless individuals. Partnerships are continually being forged between government organizations, housing developers and business partners to re-house individuals and families, provide financial assistance and case management as well as relocation and other housing stabilization services.

During Program Year 42 (2016-2017), the City will accomplish these goals specifically through providing the following programs:

- Housing, Education, and Information for Housing Persons with Disabilities
- Down Payment and Closing Cost Assistance
- Homeownership Opportunities from Distressed Property
- Access to Affordable Rental Housing
- Substantial Rehabilitation of Distressed Properties
- Increased Homeownership Opportunities
- Emergency Home Repairs to Reduce Health/Safety Threats
- Housing Counseling, Education and Foreclosure Prevention Assistance
- Tenant Advocacy
- Programming for Youth and Seniors
- Supportive Services for Persons with HIV/AIDS
- Homeless Prevention
- Emergency Housing and Supportive Housing Services

Past Performance

Rental Housing Maintenance and Production

The Department of Neighborhood and Business Development (NBD) is committed to improving the quality of rental apartments while ensuring availability of affordable units for those who cannot afford to buy a home. We advance this goal by leveraging funding through the Community Development Block Grant (CDBG) and HOME programs.

- During the 2014-15 funding year, 145 affordable rental housing units were renovated or newly constructed.
- Currently, there are more than 400 units of affordable housing under construction, including the redevelopment of Clinton Plaza, Salina Crossing Project, Harbor Lofts, and Moses-Dewitt apartment buildings.
- Lead hazards were remediated in more than 137 housing units through Syracuse's Lead Hazard Control Program.

Homeownership Production and Preservation

As part of our overall neighborhood redevelopment strategies, facilitating homeownership opportunities plays a critical role in advancing this objective. NBD has demonstrated this commitment through investment in the following activities:

- Creation of 57 low- and moderate-income first-time homebuyers by providing down payment and closing cost assistance.
- Assisted 261 owner-occupants in completing necessary repairs to their homes, including roof repair, furnace replacement, and plumbing and electrical upgrades to an aging housing stock.
- Provided homeownership, budgeting, and foreclosure prevention counseling to more than 226 individuals.
- Removed 12 dilapidated structures to support strategic revitalization efforts in targeted block plans throughout the City. For the current 2015-16 program year, we expect an additional 40 vacant and distressed structures to be razed.

Strengthening Communities, Families & Individuals

- A total of 4,950 youth were provided positive programming through structured afterschool programming, academic support and wellness recreation at one of three city-owned community centers and other nonprofit service providers.
- Resettlement services were provided to 250 newly arriving refugees; services included assistance with accessing quality, affordable housing, language services, and job readiness.
- Provided 416 Latino residents with housing assessment and case management services.
- Provided 314 individuals at risk of homelessness with relocation assistance.
- Housing assistance was provided to 79 individuals afflicted with HIV/AIDS.
- Removed 12 dilapidated structures to support strategic revitalization efforts in targeted block plans throughout the City.

Citizen Participation

In order for the City to achieve the overall goals and objectives, citizen participation is necessary. The entire allocation of federal CDBG, HOME, and ESG funding awarded to the City each year is based around the severity of both poverty and substandard housing conditions. It is necessary that public participation genuinely involve low income residents experiencing these conditions. Genuine involvement by low income people must take place at all stages of the process, including identifying needs, setting priorities, suggesting allocations as well as the types of programs that will meet high-priority needs. The revised citizen participation plan outlines strategies to ensure a diversity of residents have the opportunity to participate through a variety of methods. The strategies include emails, mailings, public notices, distribution of information via social services agencies and other community organizations such as, the Tomorrow's Neighborhoods Today Planning Councils (TNT), the Mayor's Citizen Cabinet, and F.O.C.U.S. Greater Syracuse.

The City's Five-Year Consolidated Plan (2015-19) outlines how residents, institutions, businesses, and community organizations are encouraged to participate in the development of the City's housing and community development goals and objectives. This includes the participation of residents in the development of the City's Annual Action Plans, any amendments to these plans, as well as the Consolidated Annual Performance and Evaluation Report (CAPER). The Plan also describes the participation of members of the Mayor's Citizens Cabinet and Tomorrow's Neighborhoods Today (TNT) participants.

Following the release of this draft Action Plan, members of the public are invited to share their comments with the Commissioner of Neighborhood and Business Development independently as well as in a public meeting setting. These comments are taken into consideration as the final plan is developed. In addition, there are at least two public hearings, which allow the public to directly address members of the Common Council and share their thoughts and concerns regarding the draft plan.

The primary objective of citizen participation in drafting this Action Plan is to increase awareness of community needs and effectively implement programs, while continuing to stabilize the City's housing stock and ensure safe, affordable housing for City residents. The Department of Neighborhood and Business Development continues to work in a comprehensive manner to revitalize distressed properties, bolster commercial corridors, and strengthen neighborhoods through community building and targeted economic development projects. All comments will be accepted for consideration. The final Second Annual Action Plan will include an appendix, which will include all comments received by the Department.

Questions and comments regarding this Action Plan my contact*:

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*Accommodations for persons with disabilities are made available at both public meetings. Interpreters are available upon request to meet the needs of non-English speaking persons. Requests are to be submitted at least three business days prior to the meeting by calling (315) 448-8100.

Consultation and Partnerships

Collaboration between local non-profits, the Housing and Homeless Coalition (HHC), the Housing Vulnerable Task Force and the Continuum of Care (CoC) is a priority for the City. These collaborations allow the Emergency Solutions Grant (ESG) to efficiently increase the number of critical support services offered to homeless, chronically homeless and at risk of homeless individuals and families. Partnerships are continually being forged between government organizations, housing developers and business partners to re-house individuals and families, provide financial assistance and case management as well as relocation and other housing stabilization services.

The Department of Neighborhood and Business Development (NBD) consults with the HHC and CoC to identify gaps in services to those in need. Using Homeless Management Information System (HMIS) data, Point in Time (PIT) count data and feedback from community-based organizations, ESG funds have been used to maximize current funding. The CoC and the Department of NBD continue to work together to build and maintain a process that maximizes current resources to support individuals and families in finding and maintaining permanent housing along with support services that help those in need to achieve their housing goals. The ESG Program Administrators for both Syracuse and Onondaga County serve on the Ranking and Ratings Committee and have representation on the HHC Advisory Board. Both the CoC Coordinator and the ESG Program Administrator are constantly communicating, especially around matters of funding, performance standards and evaluation outcomes. The ESG and CoC Coordinators have gone on site visits together and have created a CoC/ESG dual-funding organization chart. The Syracuse ESG Program Administrator also sits on the Operations Committee of the HHC which updates the CoC monitoring tool and gaps and needs study annually. There is also ongoing collaboration and conversation with Onondaga County Department of Social Services (DSS).

ESG program progress relies heavily upon the HMIS data and monitoring visits with agencies. Program standards, outcomes and policies and procedures are reviewed on an annual basis with each funded program. The Ten Year Plan to End Homelessness created in 2012 outlined strategies, funding and other resources to end homelessness in our community. ESG funds were aligned in the areas of rapid re-housing, homeless prevention and street outreach. Local priorities for funding are identified by the Gaps and Needs Assessment completed by the CoC along with the HMIS data and other local data. Outcomes of this assessment are used to direct ESG funding resources.

The City of Syracuse partners with many nonprofit, governmental, and private organizations in the execution of the strategies outlined in this Action Plan. In regards to our homeless population,

New York State policies mandate discharge planning for individuals in the foster care system, correctional facilities and hospitals to ensure individuals are not discharged into homelessness. These mandates have been incorporated into the Consolidated Plan and drive local decision making. The local Continuum of Care actively collaborates with systems of care for homeless individuals and families; new initiatives have been developed to assist in preventing homelessness wherever possible. Local "Health Homes" programming have imbedded Care Managers at all local hospitals and at shelters. They quickly connect clients to a Health Home care manager, assist with the discharge planning process, and improve continuity of care. The Onondaga County District Attorney's re-entry task force provides paths for parolees to access training, employment, and housing. The New York State Office of Mental Health (OMH) funded Single Point of Access and Assisted Outpatient Treatment Coordinators collaborate with OMH and New York State Parole to assure housing and services for parolees with serious mental illness. OMH awarded 22 additional beds/apartments for forensic clients in 2016.

Streamlined access to housing for the homeless and housing vulnerable occurs as a result of the development of the Coordinated Entry Subcommittee of our local Housing and Homeless Coalition. Biweekly meetings are held to prioritize and coordinate access to housing for the most vulnerable. Representatives from behavioral health, health homes, corrections, social services, emergency services and youth services participate alongside homeless service providers.

Several local providers are active with New York State Medicaid Redesign, recognizing that the provision of safe and affordable housing is a social determinate to positive health outcomes. A Delivery System Reform Incentive Payment (DSRIP) plan has been developed and is in place for our community. Additionally, our local Pay for Performance System Planning group meets regularly to improve discharge planning and outcomes for hospital transitions. The Governor of New York has pledged additional supportive housing units for Central New York in 2016.

Anticipated Resources

Local funding for affordable housing activities is comprised mainly of CDBG and HOME entitlement grants. While HOME funds are statutorily reserved for housing-related activities, eligible uses for CDBG funds are more varied to include services to assist certain subpopulations that, by their nature, often require additional supports (e.g. at-risk youth, elderly, disabled).

The following chart reflects expected resources from the federal government anticipating a cut in funding:

Program	Source of Funds	Use of Funds	Prior Year 41 Allocation	Current Year 42 Entitlement Grant Amount	Program Income
CDBG (Community Development Block Grant)	HUD – Federal	Housing production, services to special needs populations and services to the housing vulnerable	\$4,603,746	\$4,488,859	\$57,310
HOME (HOME Investment Partnership)	HUD – Federal	Developer subsidies for the provision of affordable rental housing and owner-occupied housing; CHDO reserve and capacity funding	\$1,051,124	\$1,073,525	\$16,869
ESG (Emergency Solutions Grant)	HUD – Federal	Emergency shelter, homeless prevention, rapid re-housing and street outreach activities	\$425,827	\$414,429	\$0
HOPWA (Housing Options for Persons with AIDS)	HUD – Federal	Housing assistance for persons with HIV/AIDS.	\$287,354	\$292,990	\$0

Leveraging Resources

Anticipated resources received through the Consolidated Planning process are leveraged through additional resources including:

- Home Improvement | Urgent Care and Ramp Construction: CDBG funds are used to address the most urgent needs of low-income owner-occupants such as the replacement of deteriorated roofs, furnaces and plumbing. All assistance has a sliding scale payback requirement, the amount of which depends on the income-level of the owner. The lowest income strata is required to pay 20% of the total loan, the receipts of which are kept in a restricted account used solely for the purpose of re-lending to another qualified household.
- Down Payment and Closing Cost Assistance Program: Up to \$3,000 in CDBG funds are granted to income-eligible homebuyers which often is the difference between closing on a home and not. Therefore a relatively small injection of CDBG funds can leverage an entire privately-held mortgage ranging anywhere between \$30,000 and \$95,000 per home. Last year 65 households took advantage of this program expending \$195,000 in CDBG funds but leveraging between \$2 million to \$6 million in private mortgage financing.
- The Syracuse Home Assistance Repair Program (SHARP), provides up to \$2,500 in exterior improvements to income eligible households which are required to contribute 10% of their own funds. In the 2014-15 program year, 104 households participated in this program.
- HOME Developer Subsidies: In order to meet the high demand for quality affordable rental units, the City of Syracuse uses HOME funds to leverage New York State Low Income Housing Tax Credit projects. On average the ratio of this leverage is 10:1 and the long term affordability requirements assures that these rental units will remain affordable and available to low to moderate income families.
- Developer Assistance for Homeownership: To promote the rehabilitation of Syracuse's aging housing stock as well as neighborhood revitalization, financial assistance is offered through the HOME program to developers to write-down the cost of construction for rehabilitation and new construction to create affordable housing units. NBD works with Syracuse's not-for-profit housing partners, many of them qualified as Community Housing Development Organizations (CHDOs), to rehabilitate housing units for affordable homeownership opportunities.

Use of Public Facilities

The City of Syracuse owns and supports three Community Centers, out of which many human service programs are administered:

Syracuse Northeast Community Center (SNCC)

Located on the City's near northeast side and adjoining Dr. Weeks Elementary School, the SNCC is one of the two large community centers within and owned by the City. SNCC provides a diverse set of public services using an organizational and program model that is unique to the area which it serves. The SNCC manages the facility, which is owned by the City of Syracuse. In this role, the agency provides the basic infrastructure consisting of office and program space, security, maintenance, coordination and scheduling support, and management of common space. SNCC leases space within the facility to a wide range of organizations that provide complimentary

services. This enables non-profit and local government agencies to deliver targeted services to the neighborhood. SNCC provides the following programming: educational, recreational and social enrichment programming for families; emergency and social service resources to meet the needs of seniors, youth, and families.

Syracuse Model Neighborhood Facility, Inc. (Southwest Community Center)

The Southwest Community Center (SWCC) is a city-owned facility located on the City's southwest side and serves a predominantly African-American clientele. Syracuse Model Neighborhood Facility, Inc., (SMNF) was established for the purpose of operating the SWCC. SMNF also leases space within the facility to a number of organizations that provide complimentary services and service coordination, including: youth development programming; AIDS/HIV awareness, education and prevention; educational substance and alcohol abuse prevention for school age youth; programming for developmentally disabled youth and young adults to promote personal, social and recreational development; computer-based tutorial programming for youth who attend Syracuse City Schools in grades K-8; a program focused on reducing harmful behavior in youth ages 10-19; and job readiness and workforce development programming for adults ages 18-24 to increase employment opportunities.

Westcott Community Center

The Westcott Community Center (WCC) operates in a city-owned facility located on the eastside of Syracuse. CDBG funding supports youth, adult, and senior education programming through the Westcott Kids' Club, Say Yes after school enrichment, GED and literacy activities. The WCC also sponsors a lecture series, community art gallery and farmers market to provide fresh produce during the summer months for the community. Additional programs offered at the WCC include community-building events, enrichment classes, community dinners and concerts. Senior programming is also offered, which includes fitness activities, arts and crafts, games, socialization, and a hot lunch provided by PEACE, Inc.

Geographic Distribution of Funds

The Department of Neighborhood and Business Development (NBD) identified two Neighborhood Revitalization Strategy Areas (NRSAs) within the City of Syracuse, which were subsequently approved by HUD. The two northeast and southwest NRSAs are comprised of primarily residential areas, housing the highest percentage of low- and moderate-income households.

The northeast NRSA includes the following neighborhoods: Hawley-Green, Lincoln Hill, Near Eastside, Northside, Prospect Hill and Washington Square (census tracts: 2, 5, 6, 7, 8, 14, 15, 16, 17, 23, 24, 34, and 35). The southwest NRSA includes: Brighton, Elmwood, Near Westside, Park Avenue, Skunk City, Southside and portions of other Southwest neighborhoods (census tracts: 21, 22, 30, 38, 39, 40, 42, 51, 52, 53, 54, 58, and 59). Please see **Appendix A** for a map of the two NRSAs.

NBD also uses the following criteria to allocate investments geographically within the jurisdiction in an effort to revitalize the Northeast and Southwest areas:

- Allow for public service cap exemptions to those programs carried out aligned with the prescribed Consolidated Plan strategies that are delivered by a Community-Based Development Organization (CBDO).
- Job creation and retention activities undertaken pursuant to the strategy will be qualified as meeting area benefit requirements, thus eliminating the need for business to track the income of persons that take, or are considered for, such jobs.
- Housing units assisted pursuant to the strategy can be considered to be part of a single structure for purposes of applying for low-and moderate-income national objective criteria, thus providing greater flexibility to carry out housing programs that revitalize a neighborhood.
- Economic development activities carried out under the strategy will be exempt from the aggregate public benefit standards, thus increasing a grantee's flexibility for program design as well as reducing its record-keeping requirements.

The northeast and southwest NRSAs are burdened with many social and economic challenges. The northeast area is characterized by a growing Asian immigrant population currently comprising 12% of the population. The area also struggles to attract and maintain homeowners as the current homeownership rate is only 27% compared to a 41% city-wide rate.

The southwest area has been affected by local market forces, resulting in an alarmingly high housing vacancy rate of 37% compared to a city-wide rate of just over 18%. Economic challenges have resulted in a 16% unemployment rate, with nearly a third of the adult population without a high school diploma. Coupled with these challenges, children are also adversely affected with 63% of children living below the poverty level.

Year 42 Funded Programs

Citizen participation in the Annual Action Plan also includes community leaders, stakeholders and business owners in the City of Syracuse through Risk Analysis Committees (RAC), which meet each year to discuss and rank each funding application submitted to the City for CDBG, HOME and ESG funding. This year the RAC's were made up of Citizens Cabinet members, representatives from United Way, Gifford Foundation, Onondaga County, the Alliance of Communities Transforming Syracuse, National Grid, Greater Syracuse Citizens Academy, the Housing and Homeless Coalition, and various TNT members.

A complete listing of applicants and programs submitted for funding can be found in **Appendix B**.

Project Descriptions

Projects funded with CDBG dollars align with the three primary strategy areas outlined in our Five Year Consolidated Plan. They are: housing preservation and production, services for housing vulnerable and programming for special needs populations. Additionally, services for homeless prevention and rapid rehousing are funded through the Emergency Solutions Grant (ESG). A summary of these programs are provided below:

SERVICES TO INCREASE HOUSEHOLD WEALTH

Boys & Girls Clubs of Syracuse

The Boys & Girls Clubs of Syracuse's Teen Program provides youth ages 13 to 19 with a positive alternative to the streets during the school year and into the summer. Programming includes educational, enrichment, social, and recreational activities at three locations within distressed neighborhoods.

Cooperative Federal Credit Union/ Revolving Loan Fund for Small Business Capacity Building

CDBG funds will be used for small business loans to increase their capacity and benefit the surrounding neighborhood through increased provision of services with potential for job creation as these businesses seek to hire additional employees. Loans will be managed by a separate financial entity that is awarded the RFP contract and dispersed to private businesses and microenterprises seeking to grow or expand in the city of Syracuse.

Dunbar Center

The Dunbar Center is a community-based agency located on Syracuse's southside committed to providing comprehensive services to promote successful families, empower communities, and build racial harmony. Dunbar accomplishes this through cultural, social, recreational and educational programs. CDBG funding is sought to support their youth services programming.

Empire Housing

Located on the City's Westside, Empire Housing provides purchase-rehabilitation assistance for first-time homebuyers through their New York State Affordable Housing Corporation (AHC) program. New homeowners work in partnership with Empire to identify needed health and safety repairs to be completed prior to occupancy.

Home Headquarters (HHQ) | Urgent Care, SHARP, and DPCCA

Home Headquarters' Urgent Care program provides low- to moderate-income households with loans to complete emergency repairs to their homes and remove barriers to housing for the disabled through the construction of exterior ramps. Funding promotes housing stability by completing health and safety related repairs. The SHARP Program provides eligible owner-occupants with small grants for minor home repairs, often preventing the need for costlier emergency repairs that otherwise would result. HHQ provides assistance to customers throughout the application and construction process. HHQ's Down Payment and Closing Cost Assistance

Program (DPCCA) provides up to \$3,000 in funds to reduce barriers to homeownership opportunity. The assistance is provided in the form of a five-year deferred loan.

Home Headquarters (HHQ) | Homeownership Center

HHQ's HomeOwnership Center provides a wide array of group and individual education and counseling programs to promote and retain sustainable homeownership. This includes certified homeownership education classes, individual credit and budget advisement, and foreclosure prevention assistance. The HHQ homebuyer education program prepares prospective first-time homebuyers in the rights and responsibilities of homeownership. Accredited by NeighborWorks of America[®], this education tool for potential homebuyers is a pre-requisite for DPCCA.

Huntington Family Center | James Geddes Youth Services Program

The Youth Services Program provides safe, structured programming for young children that live on the Near Westside of Syracuse. The program offers group and individual activities that focus on asset development while helping youth to achieve their goals. The program is comprised of three components: an after-school program, academic support emphasizing truancy prevention and building social skill competencies, and offering a seven-week summer day camp during.

Jubilee Homes of Syracuse, Inc.

Jubilee Homes serves the southwest side of Syracuse by providing homeownership counseling services to potential homeowners and those facing foreclosure. Support for workforce development training is also provided to residents who are seeking employment in the neighborhood. Jubilee Homes is also funded to carry out technical assistance to new and existing businesses.

Northeast Hawley Development Association, Inc. (NEHDA)

The Northeast Hawley Development Association (NEHDA) serves the City's Northside neighborhood, partnering with both the City and sister agencies on a number of residential and commercial redevelopment efforts. NEHDA's primary role is to provide housing counseling and outreach to Northside residents to market housing programs such as SHARP, Urgent Care, and other home improvement programs.

Onondaga County Public Library-Mundy Branch

The Young Technology Leaders Workforce Development program [Lead Tech] will provide young residents of economically disadvantaged neighborhoods with valuable technical skills and connect them with resources and individuals with which they can further their technical education. This program will be administered by the Onondaga County Public Library and make extensive use of the staff and resources of the city's libraries.

Syracuse Model Neighborhood Facility, Inc. (Southwest Community Center)

The Southwest Community Center facility includes a gymnasium as well as an indoor swimming pool. Services available at the SWCC include a food pantry, case management for individuals and families in need, violence intervention and prevention and a branch library of the Onondaga County Public Library.

Syracuse Northeast Community Center (SNCC)

Located on the City's near northeast side and adjoining Dr. Weeks Elementary School, SNCC provides a diversity of public services deemed most appropriate for the neighborhood. In addition SNCC operates several direct service programs including Teen Night Beat.

Westcott Community Center

The community center provides a number of after school programs and adult education programs that affect personal development. Other services such as senior citizens advisement and lunch program, lecture series, concerts and farmer's market make the facility a community anchor for the city's east side.

Welch Terrace Apartments

Welch Terrace Apartments provides affordable, permanent and secure supportive housing to a population increasingly at risk of becoming homeless; those diagnosed with HIV/AIDS. By providing tenants with supportive housing, many are able to stabilize their lives, live independently and enjoy an enhanced quality of life.

SERVICES TO ELIMINATE BARRIERS TO HOUSING OPPORTUNITY

ARISE, Inc.

The advocacy and referral program provides information to individuals regarding housing availability and support services within the City. Within the program ARISE also offers one-on-one sessions with individuals looking for more extensive information in services and the ability to live independently. ARISE also facilitates the Home Access Program that provides ramps to homeowners with disabilities that would otherwise prevent them from accessing their home.

Catholic Charities

The Catholic Charities Relocation Program will serve low income families and individuals who live in Syracuse and are housing vulnerable. The program will address housing vulnerability by providing relocation and other services to housing vulnerable households. Residents in need of relocation services will receive case management services to obtaining and maintaining safe, affordable housing. The program will work directly with the Department to address emergency relocation needs of tenants occupying building deemed uninhabitable by the City of Syracuse. Additionally, the Homeward Connection program provides homeless prevention and rapid rehousing services to individuals through assessment of housing barriers and identifying potential resources and goals. The Direct Financial Assistance program assists homeless or housing vulnerable individuals/families in the form of rental assistance, utility payments and moving assistance.

Chadwick Residence

Chadwick Residence provides case management and housing stabilization services to homeless women and children as needed with the main goal of assisting individuals with obtaining and maintaining permanent housing through the rapid re-housing process.

Covenant Housing

Covenant Housing provides mortgage and pre-qualification assistance to individuals with disabilities throughout the City.

CNY Fair Housing

The mission of the Fair Housing Council of Central New York is to “create equal housing opportunities for people through the enforcement of federal housing discrimination laws.” FHC provides the City with an Analysis of Impediments in order for the City to work with FHC in furthering fair housing.

Greater Syracuse Tenants Network

The Tenants network provides mediation for tenants facing eviction due to unfit properties within the City of Syracuse. The tenant’s network works very close with the City to prevent individuals from becoming homeless due to code violations, foreclosures and water shut offs. Additionally, the Network provides tenant organizing support, particularly with larger apartment complexes, to empower residents in advocating for needed property management improvements.

Hiscock Legal Aid Society

Hiscock provides legal representation and case dispositions for individuals at risk of becoming homeless. These services fall under the homeless prevention category of the ESG grant.

In My Fathers Kitchen

In My Fathers Kitchen utilizes the street outreach category of the ESG grant by distributing meals, developing relationships and connecting homeless individuals with mainstream support services and activities.

InterFaith Works of CNY

Center for New Americans caseworkers assist clients with a variety of needs such as arranging for housing, utilities, furnishings, and food; enrolling adults in English learning classes and children in school; ensuring that necessary medical care is received; finding employment; and providing help understanding U.S. culture. The Center also assists groups in developing their own self-help associations and in the fulfillment of projects of their choosing. Interfaith also provides mediation and housing stability services through homeless prevention case management. Tenancy education and counseling are provided to many refugees who are at risk of homelessness.

Liberty Resources Inc.

The DePalmer House provides rapid rehousing activities for persons with HIV/AIDS through a housing search process and placement as well as working with individuals to regain housing stability.

Salvation Army

The Transitional Apartment and Parenting Center (TAPC) rapidly re-house homeless pregnant and parenting youth through housing search and placement. Obtaining stable housing is the main goal of the TAPC program. The Barnabas Transitional Living Program (TILP) focuses on obtaining stable housing for youth. Much like the TAPC program, The Salvation Army works to rehouse youth through housing search and placement. The Housing Assistance and Life Skills Education (HALE) program provides direct assistance in the form of security deposits to individuals in need of housing placement. The EPAS Homeless Prevention Program offers case management and financial services for individuals and families to prevent homelessness.

Syracuse Model Neighborhood Corporation (SMNC)

SMNC receives CDBG funds for the purpose of maintaining important inventory of rental units for low-income residents. The staff of SMNC also organizes tenant meetings within agency owned multi-unit buildings and tenant support services.

Volunteers Lawyers Project

Volunteers Lawyers Project's Advocacy and Prevention Eviction and Defense Program provides legal representation in the Syracuse Landlord Tenant Court. Its goal is to assist housing vulnerable individuals/families avoid or delay evictions, reduce or prevent money judgments against tenants so that they can relocate if needed.

YMCA Men's Residence Program

The YMCA Men's residence program offers affordable housing for men in the Syracuse community struggling to access permanent housing. Men are connected with mainstream resources and various counseling centers. The program works very closely with the ESG funded Men's residence program as well.

YWCA

The YWCA provides case management and housing stability by identifying community resources for women and developing comprehensive individualized services planning for the future. Individuals taking part in YWCA's program are ultimately rapidly rehoused.

Eliminating Barriers

The City of Syracuse faces many regulatory barriers to affordable housing however, each year the City moves closer to eliminating those barriers. Increased collaboration between Common Council members, task force volunteers and political officials has allowed the City to significantly reduce the number of barriers developers, homeowners and tenants face.

Actions planned to reduce negative effects of public policies

Through the evaluation of regulatory processes in the Division of Code Enforcement, the City was able to move from an out of date software system requiring paperwork with a turnaround time of a few days, to a newly developed information processing system which enables inspectors to track cases quickly and efficiently in the field. Instantaneous updates are communicated to the Lead Department, the Permit Division and Neighborhood and Business Development to streamline the process in which tenants, developers and homeowners go through during construction and rehabilitation projects. The same program is used by the Division's legal staff which allows cases involving tenants and unfit homes to move through the legal system and into court quickly.

Maintaining affordable housing can be difficult if effective enforcement mechanisms are not in place. The Department of Neighborhood and Business Development ensures affordable housing being produced will remain affordable for as long as possible. To reduce the barrier of affordable

housing becoming fair market housing, regular monitoring is conducted and site visits are performed by staff and code inspectors throughout the project compliance period.

Actions planned to address obstacles to meeting underserved needs

The City of Syracuse recently completed an update to its Analysis of Impediments to Fair Housing with the help of CNY Fair Housing. This updated report and analysis will guide the investments of the City to address the obstacles identified in this effort, and a comprehensive review of department policies to promote fair housing opportunities for city residents. This newly completed Analysis of Impediments will be submitted to HUD in the Spring of 2015 with the entire Five Year Consolidated Plan. The City will also continue to actively work to address any specific barriers encountered by individuals or families with the assistance of the CNY Fair Housing and other community organizations that provide feedback regarding challenges that currently exist toward accomplishing this.

Actions planned to foster and maintain affordable housing

Since 1996, the largest single financial commitment in the City's Action Plan has been allocating federal funds for home improvement projects that are critical to keeping low-income homeowners in their homes. This has resulted in more than 5,000 low-income owner-occupants able to make substantial investments in their homes, affecting 20 percent of all owner-occupants in the City of Syracuse. More than any other program, the Home Improvement – Urgent Care program administered by Home HeadQuarters has helped maintain the supply of affordable housing in the city.

In addition, the HOME program annually supports the rehabilitation and/or new construction of quality affordable rental units at a rate of about 50 to 100 units per year. Over the same time period, this has resulted in approximately 1,350 high quality affordable rental units brought online to address the housing needs of low-income renters.

The City will continue to use available funding through the federal block grants to ensure that quality affordable housing remains available to all eligible renters and homeowners.

Actions planned to reduce lead-based paint hazards

The City of Syracuse has partnered with Onondaga County's Lead Hazard Control Program to educate children and their families about the effects and prevention of lead poisoning.

The mission of the Lead Hazard Control Program is to develop lead-safe housing in low- to very low-income target areas; to work toward a decrease in the number of children with elevated blood lead levels; to improve the environments of families residing in the City; and the continued education of all children and their families on the effects of lead poisoning and its prevention.

The City's Lead Program works cooperatively with the Onondaga County Health Department Lead Poisoning Division and six community-based organizations in obtaining referrals for the Lead Program. This year, Home HeadQuarters will perform lead hazard control through the Urgent Care / Home Improvement Program. The program will allow homeowners to address lead paint surfaces that may be harmful for young children's health.

The main beneficiaries of these programs will continue to be low- to very low-income households, both owner-occupants and tenants with children under six years old who have elevated levels of lead in their blood. The program provides primary prevention by including vacant properties, thereby increasing the number of lead-safe units available for rent. The targeted neighborhoods benefit as residents develop a greater awareness of the consequences associated with lead exposure develop methods to manage a leaded environment, and minimize the risk of exposure.

Actions planned to reduce the number of poverty-level families

The City's Housing Vulnerable Task Force brings together key CDBG and ESG-funded agencies whose mission is to address the immediate housing crises faced by those living in substandard housing. An integral part of this effort is the involvement of the Onondaga County Department of Social Services (DSS). DSS not only serves as a resource to the case workers assisting these individuals and families in crisis but also provides "income-stretching" assistance to these households to ensure that they are receiving all the assistance they are entitled based on their income and their inclusion in an underserved subpopulation. While this does not increase the long-term wealth of these households, it does provide them the means to stabilize their living situation to allow them to genuinely build wealth and work their way out of poverty.

In addition, the City has committed to applying a portion of the CDBG funds it reallocated to assist businesses along concentrated neighborhood commercial corridors. This assistance will be in the form of deferred loans that do not have to be fully repaid if the business retains or creates employment opportunities for residents of the neighborhood for which they serve. In this way, it is hoped that a small amount of federal investment will have a multiplier effect of creating new job opportunities while bringing much needed services that meet the daily needs of the surrounding residents.

Actions planned to develop institutional structure

Efforts are ongoing to coordinate the discharge policies of area hospitals and health centers to ensure adequate housing is available to those leaving institutionalized medical care.

Actions planned to enhance coordination between public and private housing and social service agencies

The City and the County continue to find ways to collaborate in addressing the needs of the housing vulnerable. The Housing Vulnerable Taskforce brings CDBG/ESG-funded agencies together with DSS to assist in finding suitable housing for those living in substandard conditions.

The Greater Syracuse Land Bank works closely with the City in obtaining and addressing unfit housing and determining the disposition of each structure so as to ensure its ha

Affordable Housing

One Year Goals Number of Households to be Supported	
Homeless	1,461
Non-Homeless	400
Special-Needs	175
Total	2,036

One Year Goals Number of Households Supported Through:	
Rental Assistance	269
The Production of New Units	42
Rehab of Existing Units	0
Total	311

The homeless number comes from the following ESG categories:

- Rapid Re-housing (203 households)
- Homeless Prevention (1,216 households)
- Street Outreach (42 households)

Proposed Year 42 CDBG Budget (May 1, 2016 – April 30, 2017)

Applicant	Program	Year 42: Requested	DRAFT Year 42 Allocation	Percent of Total Allocation
ARISE, Inc.	Home Access Program (Ramp Program)	\$ 25,000	\$ -	0.0%
ARISE, Inc.	Housing Referral and Advocacy Program Ramp Intake + Referral	\$ 22,000	\$ 20,700	0.5%
Boys and Girls Clubs of Syracuse	Teen Program	\$ 14,000	\$ 14,000	0.3%
Catholic Charities of Onondaga County	Relocation Services for the Housing Vulnerable	\$ 268,139	\$ 213,120	4.7%
CenterState CEO Foundation	Up Start Small Business Training and Capacity	\$ 30,000	\$ -	0.0%
CenterState CEO Foundation	WorkTrain Workforce Development	\$ 50,000	\$ -	0.0%
CNY Fair Housing	Education and Enforcement	\$ 75,000	\$ 33,797	0.7%
Cooperative Federal Credit Union	Revolving Loan Fund for Small Business Capacity Building	\$ 87,500	\$ 30,000	0.7%
Covenant Housing Corporation of Central New York	Special Needs Housing Development	\$ 25,000	\$ -	0.0%
Dunbar Association in Partnership with SWCC	Youth Services Program	\$ 17,458	\$ 12,000	0.3%
Empire Housing	Far Westside/City of Syracuse Revitalization Strategy	\$ 125,000	\$ 40,000	0.9%
Greater Syracuse Tenant Network	Tenant Counseling	\$ 52,000	\$ 45,000	1.0%
Home HeadQuarters	Home Improvement - SHARP	\$ 250,000	\$ 250,000	5.5%
Home HeadQuarters	Home Improvement Urgent Care + Ramp Construction	\$ 1,600,000	\$ 1,175,209	25.9%
Home HeadQuarters	Homeownership Services - Downpayment Assistance	\$ 263,000	\$ 255,110	5.6%
Home HeadQuarters	Homeownership Center	\$ 155,000	\$ 155,000	3.4%
Huntington Family Centers, Inc.	Youth Services Program	\$ 19,548	\$ 16,500	0.4%
InterFaith Works of CNY	Center for New Americans	\$ 86,124	\$ 49,500	1.1%
Jubilee Homes	Workforce and SW Neighborhood Development	\$ 252,489	\$ 180,000	4.0%
Northeast Hawley Development Association	Neighborhood Revitalization and Stabilization Program	\$ 95,868	\$ 61,000	1.3%
OCPL Mundy Library	Youth Employment Stipends for Young Technology Leaders	\$ 65,140	\$ 20,000	0.4%
PEACE, Inc.	Big Brothers Big Sisters Youth Transportation	\$ 12,500	\$ -	0.0%
Southside Interfaith CDC	Farm Fresh Mobile Food Market	\$ 95,450	\$ -	0.0%
Syracuse Model Neighborhood Corp.	Rental Rehabilitation : Administration + Repair Assistance	\$ 303,159	\$ 300,000	6.6%
Syracuse Model Neighborhood Facility, Inc.	Southwest Community Center	\$ 376,276	\$ 365,000	8.0%
Syracuse Northeast Community Center	Northeast Community Center	\$ 391,486	\$ 250,000	5.5%
Visions For Change	Choosing To Thrive	\$ 50,000	\$ 20,000	0.4%
Volunteer Lawyers Project	Homeless + Referral Advocacy Program	\$ 50,000	\$ -	0.0%
Westcott Community Center	Community Center Programming	\$ 157,503	\$ 75,000	1.6%
Welch Terrace Housing Development Fund Inc.	Welch Terrace Housing	\$ 6,000	\$ 6,000	0.1%
YMCA of Greater Syracuse	Resident Advisement Program	\$ 10,500	\$ -	0.0%
YWCA	Girls Inc.	\$ 83,817	\$ -	0.0%
City of Syracuse Distressed Property	Vacant Rehab Demolition Deconstruction	\$ 250,000	\$ -	0.0%
Common Council Allocation	Budget Adjustments	\$ 50,000	\$ 50,000	1.1%
Syracuse NBD (20% Cap)	NBD Administration	\$ -	\$ 909,234	20.0%
GRAND TOTAL: PROPOSED ALLOCATION			\$ 4,546,170	100%

Proposed Year 42 ESG Budget (May 1, 2016 – April 30, 2017)

Applicant	Program	ESG Category	Year 42 Requested	Year 42 Proposed	% of Total Allocation
Funded Programs for Emergency Solutions Grant (ESG) Program:					
Catholic Charities	Homeward Connection	Homeless Prevention + Rapid Rehousing	\$ 48,798	\$ 31,000	7.5%
Catholic Charities	Direct Financial Assistance	Homeless Prevention	\$ 50,000	\$ 53,000	12.8%
Chadwick Residence	Transitional Housing	Rapid Rehousing	\$ 27,300	\$ 12,800	3.1%
Hiscock Legal Aid Society	Homeless Prevention Legal Services	Homeless Prevention	\$ 161,432	\$ 106,673	25.7%
In My Father's Kitchen	Under the Bridge Street Outreach	Street Outreach	\$ 69,950	\$ 38,000	9.2%
Interfaith Works	Housing Stabilization + Case Management	Homeless Prevention	\$ 67,499	\$ 24,000	5.8%
Liberty Resources Inc.	DePalmer House	Rapid Rehousing	\$ 16,766	\$ 13,000	3.1%
The Salvation Army	TAPC	Rapid Rehousing	\$ 15,000	\$ 14,874	3.6%
The Salvation Army	Barnabas Transitional Living	Rapid Rehousing	\$ 15,000	\$ 11,000	2.7%
The Salvation Army	HALE	Rapid Rehousing	\$ 40,000	\$ 33,500	8.1%
Volunteer Lawyers Project	Eviction Defense Program	Homeless Prevention	\$ 30,000	\$ 25,000	6.0%
YMCA	Men's Residence	Homeless Prevention	\$ 8,500	\$ 7,000	1.7%
YWCA	Womens Program	Rapid Rehousing	\$ 19,221	\$ 13,500	3.3%
NBD	NBD Administration	Administration	\$ 31,082	\$ 31,082	7.5%
GRAND TOTAL			\$600,548	\$414,429	100.0%

Proposed Year 42 HOME Budget (May 1, 2016 – April 30, 2017)

Funded Activities for HOME Program Year 42	Year 42 Budget
Total CHDO Operating Assistance (5% Max.)‡	\$ 39,000
Certified Community Housing Development Organizations - CHDO Operating Assistance	
<i>Covenant Housing</i>	\$ 39,000
<i>Jubilee Homes</i>	\$ -
<i>Northeast Hawley Development Association (NEHDA)</i>	\$ -
<i>Syracuse Model Neighborhood Corporation (SMNC)</i>	\$ -
CHDO Generated Activities - (15% Min.)‡	\$ 161,029
Developer Subsidies and Direct Homebuyer Assistance	\$ 766,143
HOME Administration - (10% Max.)‡	\$ 107,353
TOTAL HOME INVESTMENT PARTNERSHIP FUND ALLOCATION FROM HUD	\$ 1,073,525
‡Mandated by HOME regulations	
Estimated Program Income Program Year 42 To Be Allocated to Developer Subsidies	\$ 16,869.36
Total PY 42 allocation including Program Income	1,090,394

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Community Development Block Grant Program (CDBG) | Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$12,604
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan	\$0
3. The amount of surplus funds from urban renewal settlements	\$0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.	\$0
5. The amount of income from float-funded activities	
Total Program Income	\$12,604

HOME Investment Partnership Program (HOME) | Reference 24 CFR 91.220(I)(2)

NBD will review the financial viability of the project including a subsidy layering analysis determining of other funding sources sound commitments, what resources are needed to bring the project to completion, and if there are other sources of funding outside of the HOME program that would be better suited for this development.

NBD will work in conjunction with other funding sources on a project to ensure HOME funds will be provided for only eligible activities within the eligible HOME project. For example, a multi-unit project using HOME funds may be used to assist only a portion of the units. A review of the compete scope and budget is performed to ensure that only the actual HOME eligible developer costs of the assisted units are charged to the HOME program. Other funding sources must be provided for all costs to the non-assisted units. If the HOME assisted and non-assisted units are comparable in size and bedrooms, the cost of the HOME assisted units can be determined by pro-rating the total HOME eligible development costs of the project so that a proportion of the total development costs charged to the HOME program does not exceed the proportion of the HOME assisted units in the project.

The homebuyer must occupy the unit as his/her principal residence for the duration of the affordability period. NBD will monitor compliance during the affordability period by verifying the beneficiary remains an owner occupant on an annual basis. NBD staff will send a letter and certification form with a "Do not forward" as a method to show they remain owner occupants. In

the event of noncompliance with the principal residency requirement, NBD reserves the right to require full repayment of HOME funds invested in the project.

In the event the owner sells or otherwise transfers the property to secure the home's affordability, NBD will use a Resale provision. The resale provision applies for new construction or rehabilitation projects that will be sold to owner occupants whose income will be 80 percent or below of AMI. [The development subsidy is the gap funding—the difference between the total development cost minus fair market value of the property.] The owner occupant must certify their income within six months of closing or new documents will be requested.

Properties with a resale restriction must remain affordable for some period of time known as the "affordability period." The affordability period of the project will be based on the total amount of HOME funds invested in the project, as summarized in the following chart:

Amount of per-unit HOME \$	Minimum Affordability Period
<\$15,000/unit	5 years
\$15,000 - \$40,000/unit	10 years
>\$40,000/unit	15 years

The resale provision will be secured through a restrictive covenant that is recorded and in effect for the duration of the affordability period. In addition, the City of Syracuse executes an agreement with the homebuyer to convey the affordability requirements and retain enforcement authority.

The resale provision will be secured through a restrictive covenant that is recorded and in effect for the duration of the affordability period. In addition, the City of Syracuse executes an agreement with the homebuyer to convey the affordability requirements and retain enforcement authority.

In the event the homebuyer transfers his/her property (either voluntarily or involuntarily) during the affordability period, the following resale provisions must be adhered to:

1. The homeowner must inform NBD of their desire to sell the property prior to it going on the market;
2. The new homebuyer must have an income between 50 and 80% AMI at the time of purchase and must qualify with NBD by filling out a homebuyer application;
3. The new homebuyer(s) must occupy the house as his/her principal residence
4. The resale price must be an amount affordable to the City's targeted low-income buyers. This means, the buyers can secure a mortgage (through National Mortgage Licensing System approved lender) whereby they pay no more than 30% of their monthly gross income for principal, interest, taxes and insurance (PITI) plus a reasonable down payment.
5. The new homebuyer must assume the remainder of the affordability period and will enter into a new HOME Program Agreement with NBD; and
6. The homeowner will be entitled to fair return on their investment upon sale of the Property. The owner's investment includes their initial down payment plus capital improvements to the property. Improvements to the property will be defined as improvements that increase

the market value of the home; ongoing maintenance costs, such as exterior painting, servicing and replacement of building mechanicals, and/or driveway sealant are excluded as capital improvements. The homeowner will be responsible for keeping adequate records of the improvements and said improvements must be approved by NBD. The value of the capital improvement is determined by the actual cost.

7. In order to determine if what a fair return on this investment is, the City will use the Consumer Price Index (<http://www.bls.gov/home.htm>)] to measure the change in housing values in the area. This percent change will be multiplied by the owner's investment in order to determine the fair return.
8. The sale price will not exceed Market Value, based on the appraised value of the property at the time of resale. Homeowner will be responsible for providing NBD with a current appraisal of the property to determine market value.

If the fair market value of a HOME-assisted homebuyer property is more than what is affordable to the range of low-income buyers, the PJ will set a resale price that, at a minimum, provides a fair return to the original homebuyer. The PJ will make the property affordable to its target population by making available appropriate HOME financial assistance to the buyer, if needed.

Same as above: for length we could answer "see the attached HOME resale and recapture policies" for this question and the one above and use the above policies as an attachment.

NBD does not typically use HOME fund to refinance existing debt. In the event that it is necessary to use HOME funds in this matter, NBD has established the following refinancing guidelines when using

HOME funds to refinance existing debt:

- Show that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing;
- Require a review of management practices to demonstrate that disinvestments in the property has not occurred, that the long term needs of the project can be met and that the feasibility of serving the targeted population over an extended affordability period can be proven;
- State whether the new investment is being made to maintain current affordable units, create additional affordable units or both;
- Indicate the required period of affordability, whether it is the minimum 15 years or longer; and HOME funds cannot be used to refinance multifamily loans made or insured by any Federal program including Community Development Block Grant funds.

Emergency Solutions Grant (ESG) | Reference 91.220(I)(4)

1. Include written standards for providing ESG assistance (may include as attachment)
The Syracuse Department of Neighborhood and Business Development (NDB) is working closely with the Continuum of Care (CoC)/Homeless and Housing Coalition's (HHC) Advisory Committee, the Operations Committee and the County of Onondaga, Department of social Services Economic Security to improve the written standards for the development and delivery of ESG program services. NBD will adhere to ESG's Interim rules and HPRP guidelines in terms of:
 - Evaluating individuals' and families' eligibility for assistance;
 - Coordination among emergency shelter providers, essential service providers, homeless service providers;
 - Prevention and rapid re-housing assistance providers, other homeless assistance providers, and mainstream service and housing providers;
 - Determining and prioritizing eligibility for individuals or families for either homelessness prevention or rapid re-housing assistance;
 - Determining the share of rent and utilities costs that participants must pay (if any);
 - Determining the length of time an individual or family will receive assistance; and
 - Determining the type, amount, and duration of housing stabilization and/or relocation services an individual or family may receive.
2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The Coordinated Entry (CE) process starts at the Department of Social Services (DSS) and then after hours using the local 211 information and assistance help line. This system has been connecting people to shelter and other immediate needs as well as doing diversion assessments to determine if callers have other housing options. People with higher level needs go through this process and are discussed through the Continuum of Care (CoC's) Coordinated Entry Workgroup which began in January 2015. The CoC created and voted upon the Coordinated Entry Policies & Procedures Manual that defines how the CoC will prioritize vulnerable people experiencing homelessness.

Currently, shelters and outreach workers assess people using the VI-SPDAT. HMIS is used to identify those with the longest length of stays in shelter/on the street and the highest levels of vulnerability. The Coordinated Entry Workgroup, which is made up of shelter discharge planners and Permanent Housing intake workers, performs case conferencing and ensures that these individuals are being placed on the top of waitlists. This effort has successfully housed over 40 people in 2015 using Coordinated Entry procedures.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

- Priorities are identified through consultation with CoC and the 10 Year Plan, review of Homeless Management Information System (HMIS) data, and the annual needs/gaps assessment.
- ESG request for proposals (RFP) is posted on the city of Syracuse website, distributed to agencies, organizations, members of the Citizens Cabinet, and other individuals, agencies, and organizations that have requested to be added to a mailing list. Availability is also advertised at all TNT meetings and a display ad is placed in the Syracuse Post Standard, a local newspaper.
- ESG applications are reviewed by a Selection Committee, which is comprised of individuals of government, public housing, and service providers who have an interest in discussing poverty and homelessness issues. Funding recommendations are presented to the Commissioner of NBD.
- Preparation of a draft use of funds for the upcoming year called the draft Annual Action Plan.
- A Public Meeting is held, sponsored by the Department, when the draft Action Plan is available for public review and comment. This starts the 30-day comment period. Citizens are invited and encouraged to comment at the public meeting and throughout the 30-day comment period.
- The Syracuse Common Council holds a Public Hearing to garner further community input and formally approves the final Annual Action Plan or Five Year Consolidated Plan. Once approval has been received from the Common Council and signed by the Mayor, the Consolidated Plan is submitted to HUD for approval.
- Throughout the year, the Department reviews and evaluates funded programs and agencies, including onsite monitoring visits.

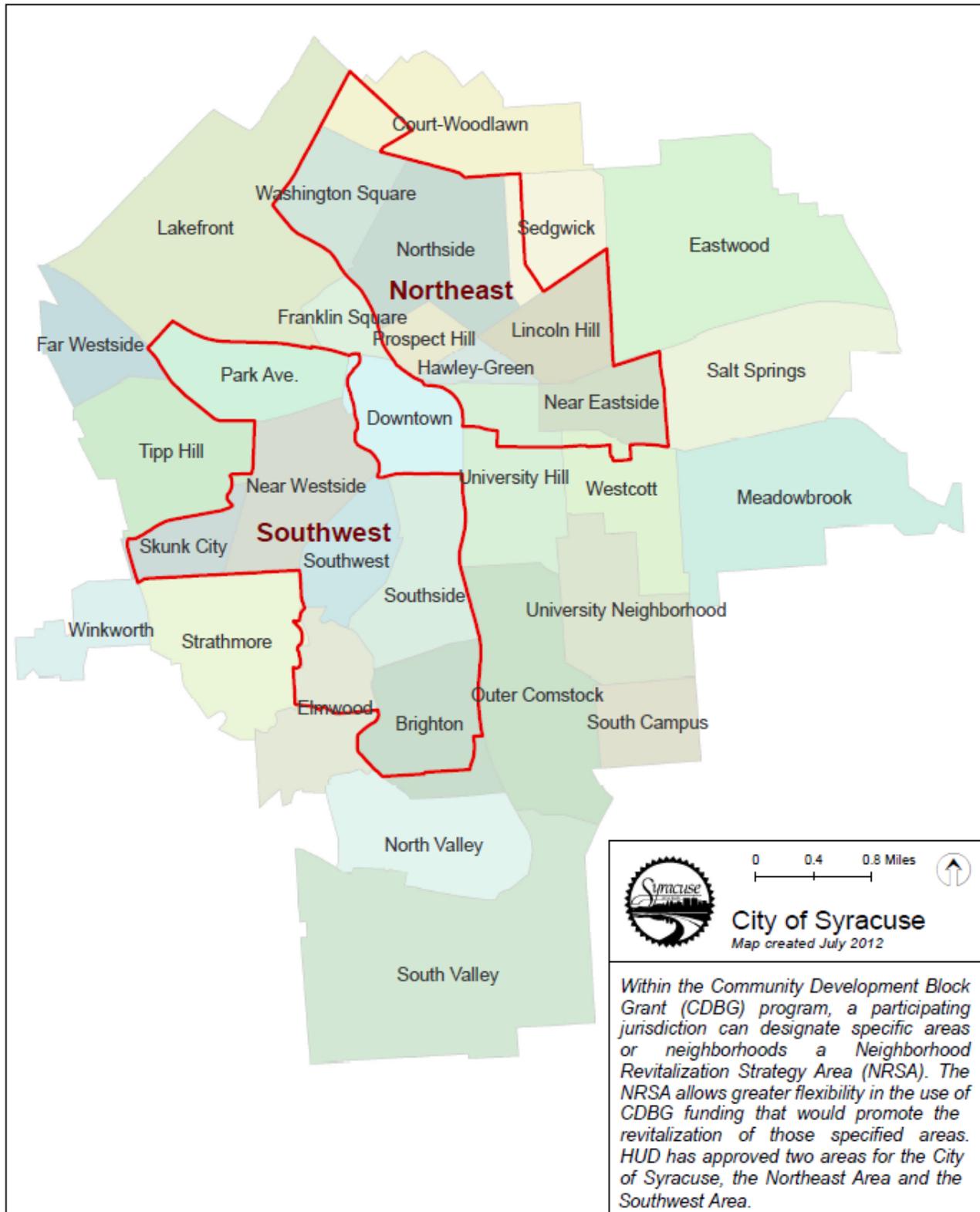
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The jurisdiction meets the homeless participation requirement by having a formerly homeless person sit on the Advisory Board of the local CoC's Homeless and Housing Coalition as well as numerous HHC committees.

5. Describe performance standards for evaluating ESG.
NBD, in collaboration with the Continuum of Care (CoC), has determined the following as performance standards for evaluating ESG activities:

- Increase the coordination among agencies and mainstream resources and other support services in assessing the needs of homeless or housing vulnerable individuals and families;
- Increase access to stable and affordable housing by creating a centralized housing database that identifies affordable, safe and decent housing to rapid re-house individuals and families;
- Increase access to services (credit repair/financial literacy) to reduce an individual's or families' vulnerability to homelessness.

Appendix A: Map of Southwest & Northeast NRSAs



Appendix B: Year 42 Applications Received

Agency	Program and/or Project	Total Amount Requested	Funding Source
ARISE	HAP (Ramps)	\$25,000	CDBG
ARISE	Referral and Advocacy	\$22,000	CDBG
Boys and Girls Club	Teen Program	\$14,000	CDBG
Catholic Charities	Direct Financial Assistance	\$50,000	ESG
Catholic Charities	Relocation Assistance	\$268,139	CDBG
Catholic Charities	Homeward Connection	\$48,798	ESG
CenterState CEO Foundation	UP Start Syracuse	\$30,000	CDBG
CenterState CEO Foundation	Work Train	\$50,000	CDBG
Chadwick Residence	Rapid-Rehousing	\$27,300	ESG
CNY Fair Housing	Fair Housing Activities	\$75,000	CDBG
Covenant Housing	Special Needs Housing Development	\$25,000	CDBG
Cooperative Federal Credit Union	Revolving Loan Fund for Small Business Capacity Building	\$87,500	
Dunbar Center	Young Esteem Enrichment	\$17,458	CDBG
Empire Housing	Far Westside Revitalization	\$125,000	CDBG
Greater Syracuse Tenants Network	Homeless Prevention for Homeless Vulnerable Tenants	\$52,000	ESG
Hiscock Legal Aid	Homelessness Prevention Legal Services	\$161,432	ESG
Home HeadQuarters, Inc.	Homeownership Center	\$155,000	CDBG
Home HeadQuarters, Inc.	Urgent Care Program	\$1,600,000	CDBG
Home HeadQuarters, Inc.	SHARP	\$250,000	CDBG
Home HeadQuarters, Inc.	DPCC	\$263,005	CDBG
Hope 4 Us Housing	From Deconstruction to Reconstruction	\$0	CDBG
Visions For Change	Choosing to Thrive	\$50,000	CDBG

Huntington Family Center	Youth Teen Program	\$19,548	CDBG
In My Fathers Kitchen	Under the Bridge Street Outreach	\$69,950	ESG
Interfaith Works	Center for New Americans	\$86,124	CDBG
Interfaith Works	Homeless Prevention	\$67,499	ESG
Jubilee Homes	Neighborhood Stabilization	\$252,489	CDBG
Jubilee Homes	SW Quad Stabilization	\$52,643	CDBG
Jubilee Homes	Workforce Development	\$199,846	CDBG
Liberty Resources Inc.	DePalmer House	\$16,766	ESG
NEHDA	Neighborhood Revitalization	\$95,867.92	CDBG
Northeast Community Center	Center Programming	\$300,000	CDBG
Onondaga County Public Library	Workforce Development	\$65,140	CDBG
PEACE, Inc.	Big Brothers Big Sisters	\$12,500	CDBG
Rescue Mission Alliance, Inc.	Homeless Intervention Services	\$15,000.	ESG
SMNC	Residential Property Maintenance	\$300,000	CDBG
SMNF (Southwest Comm. Center)	SWCC	\$376,276	CDBG
Southside InterFaith	Mobile Market	\$95,000	CDBG
Syracuse Habitat for Humanity	Housing Rehabilitation	\$107,640.68	CDBG
The Salvation Army	Transitional Apartment & Parenting Center (TAPC)	\$15,000	ESG
The Salvation Army	Barnabas Transitional Living	\$15,000	ESG
The Salvation Army	Housing Assistance and Life Skills Education (HALE)	\$40,000	ESG
The Salvation Army	EPAS Housing Assistance	\$25,000	ESG
Volunteer Lawyers Project	Homeless Advocacy and Prevention Program	\$50,000	CDBG
Volunteer Lawyers Project	Homeless Advocacy and Prevention Eviction Defense Program	\$50,000	ESG
Welch Terrace	Services Coordination	\$6,000.00	CDBG
Westcott Community Center	Center Programming	\$157,503.49	CDBG

YMCA	Residential Advisement	\$10,500	CDBG
YMCA	YMCA Emergency Solutions Grant Program	\$8,500	ESG
YWCA	Girls Inc.- Girls EnCourage	\$83,817	CDBG
YWCA	Women's Residence Program	\$19,221	ESG

Appendix C: Risk Analysis Committee

Program Year 42 Risk Analysis Committee consisted of the following community members:

Marnie Annese; *Onondaga County Youth Bureau, Runaway & Homeless Youth Services Coordinator*

Stephanie Bartling; *Community Volunteer, Citizens Academy Graduate*

Monica Brown; *Onondaga County Social Services & Economic Security, Deputy Commissioner*

Mark Cass; *Alliance of Communities Transforming Syracuse, Executive Director*

Rick Destito; *Developer/Investor in near Westside/Citizens Academy Graduate*

Luke Dougherty; *United Way of Central New York, Director of Community Impact*

Susan Grossman; *Onondaga County Community Development, Housing Program Coordinator*

Julius Lawrence; *Citizen's Cabinet*

Melissa Marrone; *Coordinator of the Housing Homeless Coalition/Continuum of Care*

Doug Mouncey; *United Way of Central New York, Community Impact Associate*

Joseph Russo; *National Grid, Economic Development Program Manager*

Sheena Soloman; *Gifford Foundation, Director of Neighborhood Initiatives*

Kara Williams; *Health Foundation for Western & Central New York, Senior Program Officer*

Appendix D: Public Comments
