

**Athens-Clarke County**  
Housing and Community Development Department

**July 1, 2014-June 30, 2015**

**Consolidated  
Annual  
Performance &  
Evaluation  
Report**



**Housing & Community Development Department  
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# Fifth Program Year CAPER

Consolidated Annual Performance and Evaluation Report V (CAPER)  
for July 1, 2014 through June 30, 2015

## GENERAL

### Executive Summary – July 1, 2014-June 30, 2015

The Athens-Clarke County (ACC) Housing and Community Development Department (HCD) administers Community Development Block Grant (CDBG), HOME Investment Partnership, Continuum of Care funding from the U. S. Department of Housing and Urban Development (HUD), and local funds. CDBG and HOME funding helps develop viable neighborhoods by supporting the development of decent housing, a suitable living environment, and expanding economic opportunities for low to moderate-income individuals. Ultimately, HCD hopes to reduce the number of families living in poverty and improve the living conditions of all ACC residents. The CAPER documents Athens-Clarke County's Consolidated Plan activities and accomplishments for these programs as outlined in the Fiscal Year 2015 Annual Action Plan for July 1, 2014 – June 30, 2015. CDBG and HOME funded programs are composed of four broad categories: Housing, Economic Development, Public Facilities and Improvements, and Public Services. In each of these categories, Athens-Clarke County and partner agencies, made significant progress towards reaching the goals outlined in the Five-year Consolidated Plan.

### Annual Action Plan V Financial Information July 1, 2014 – June 30, 2015

\$277,567	General Fund Administration & Planning
\$1,269,701	Community Development Block Grant (CDBG)
\$300,000	Prior year CDBG
\$244,250	HOME Investment Partnership (HOME)
<b>\$2,091,518</b>	<b>Total General Fund, CDBG, and HOME Funding</b>

The Athens-Clarke County Consolidated Plan and Annual Action Plans establish a framework to stimulate housing construction and job creation through diversifying our local economy over the three-year planning period, July 1, 2015 through June 30, 2018. The housing strategies in the strategic plan include infill development, acquisition, demolition, new construction, historic preservation, housing repairs, and rehabilitation. Athens-Clarke County continues to view homeownership as a primary focus for HOME and CDBG funding and hopes to expand housing choices and increase the availability of safe, decent affordable housing through non-profit corporations and partnerships with private developers and lenders. CDBG, HOME, and Continuum of Care grants are all HUD funded programs that support community development efforts and programs that assist low-to-moderate income residents. These programs are implemented through publicly planned approaches to housing, economic development, public facilities, and public services. This document reports on the accomplishments of many programs, provided by local organizations.

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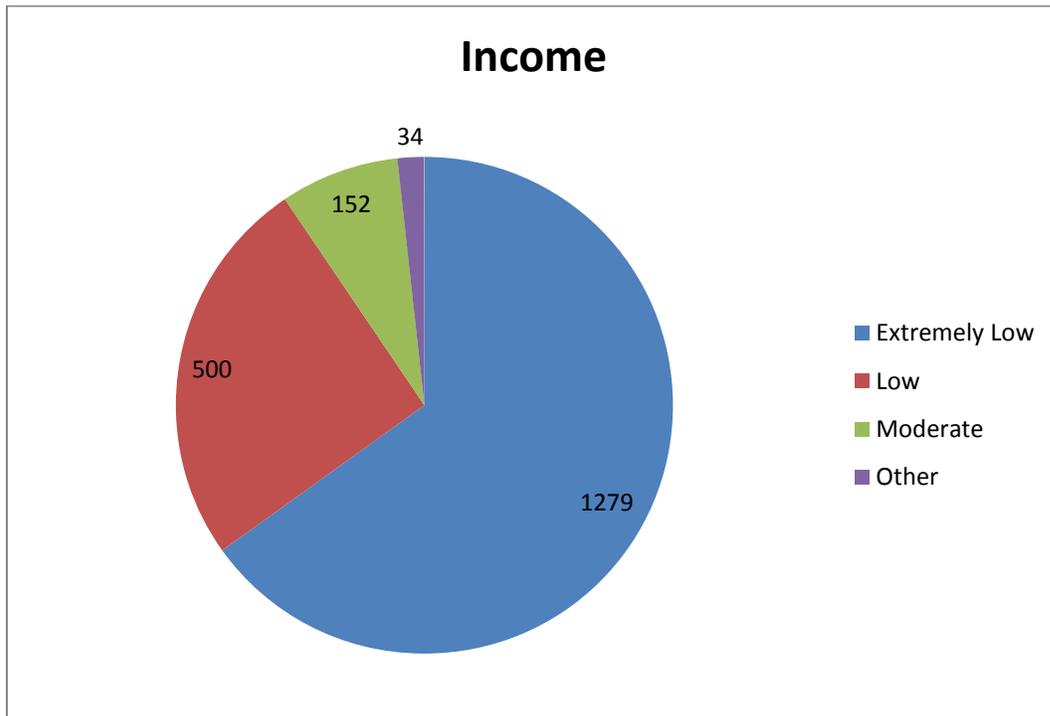
Information regarding program performance and expenditures is for CDBG and HOME funded programs only. The Athens Housing Authority, Athens Area Habitat for Humanity, the Athens Land Trust, acquired properties, and rehabilitated and constructed new homes throughout Athens while paying particular attention to East Athens and the historic Hancock Corridor. HCD continued implementing the court-ordered and voluntary demolition and nuisance abatement programs in partnership with the Athens-Clarke County (ACC) Community Protection Division. The Athens-Clarke Heritage Foundation, ACTION, Inc., and Habitat for Humanity repaired and preserved historic homes and provided emergency repairs to address dangerous or hazardous conditions in homes owned by elderly or disabled residents. Habitat and ACTION, Inc. repaired homes and installed accessibility ramps for low-income elderly homeowners or homeowners with disabilities.

HCD plays a key role as a partner with other Athens-Clarke County Departments to coordinate and support a broader effort. In addition, HCD is proud a partner of businesses, civic groups, neighborhood associations, non-profit organizations, and the faith community to deliver resources and technical assistance to benefit Athens-Clarke County residents.

CDBG funding provided services to **1,965** residents during the reporting period. Many of those citizens who received assistance from CDBG funded activities live in the neighborhood revitalization areas.

According to federal regulations, 70% of CDBG funds must benefit residents with low to moderate incomes (less than 80% of the median income for the county). 98% of ACC's CDBG funds directly benefited low to moderate-income residents. The majority of those benefiting from CDBG expenditures had very low incomes.

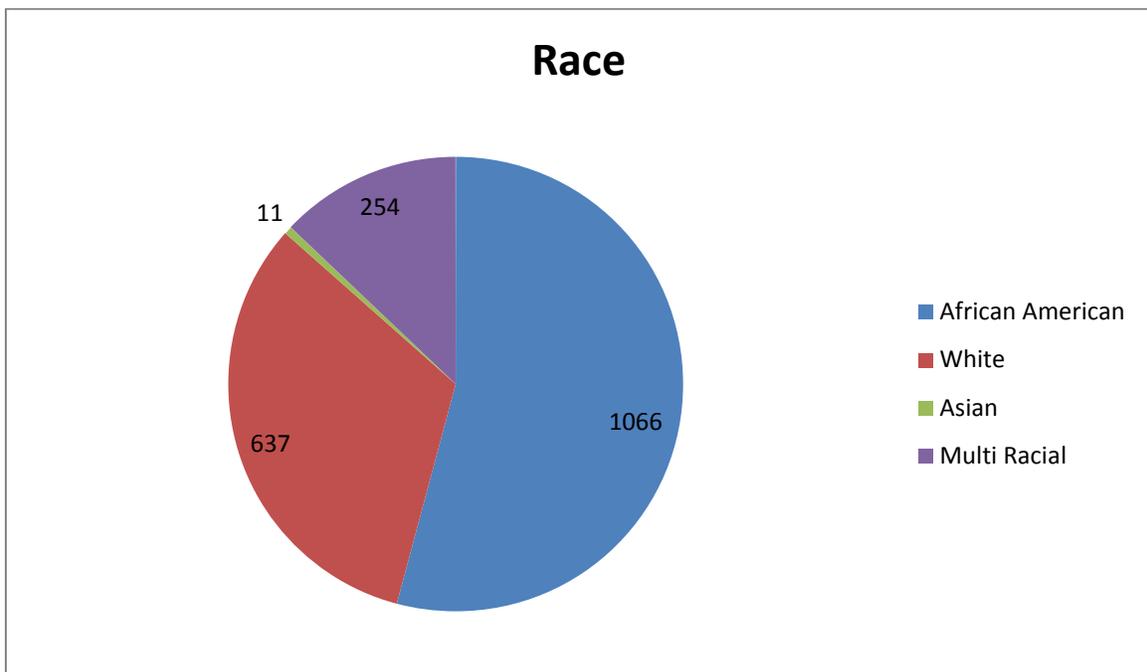
**Citizens served by CDBG by Income**



**Citizens Served by Income:**

Income type	Number	Percentage
Extremely Low	1279	65%
Low	500	25%
Moderate	152	8%
Other	34	2%
<b>Total</b>	<b>1965</b>	<b>100%</b>

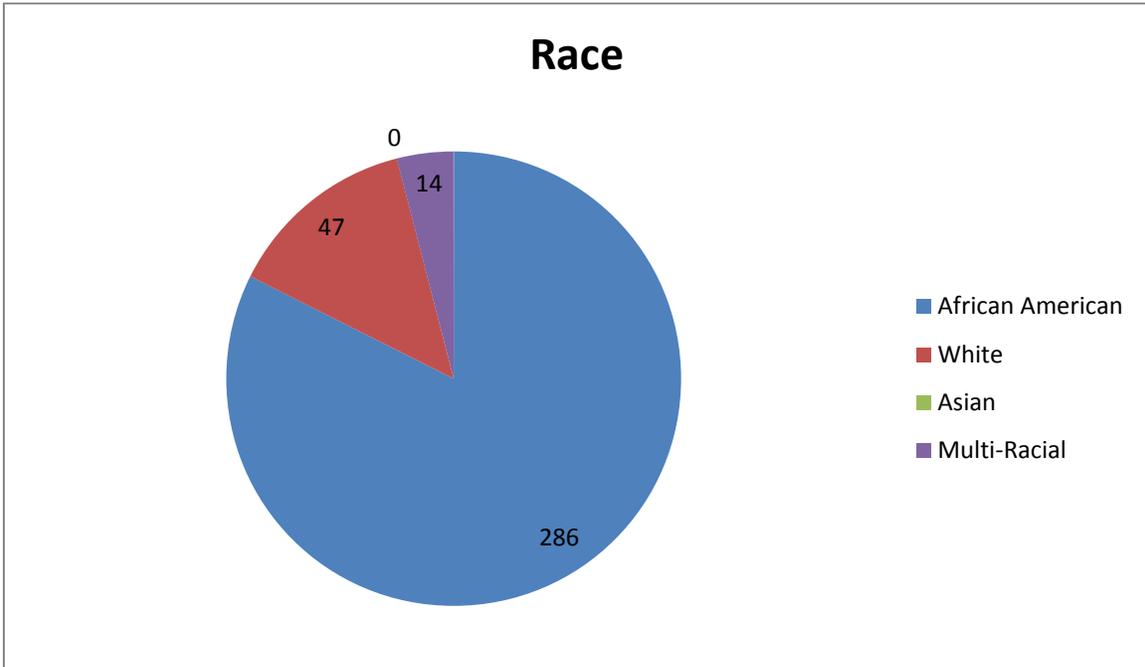
**Citizens Served by CDBG by Race**



**Citizens Served by Race:**

Race	Number	Percentage
African American	1066	54%
White	637	32%
Asian	11	1%
Multi-Racial	254	13%
<b>Total</b>	<b>1965</b>	<b>100%</b>

**CDBG Housing (non-HOME) Program Participants Served by Race:**



**Citizens Served by Race:**

Race	Number	Percentage
African American	286	82%
White	47	14%
Asian	0	0%
Multi-Racial	14	4%
<b>Total</b>	<b>347</b>	<b>100%</b>

**CDBG Expenditures**

CDBG expenditures for this Action Plan totaled \$1,241,875 including \$189,999 for Public Services (slightly below 15% of the new CDBG allocation), \$160,268 for Economic Development, and \$180,000 for Public Facilities, and \$711,607 for Housing.

ACTION, Inc., the Athens-Clarke Heritage Foundation, the Athens Land Trust, the Athens Housing Authority, and Habitat for and Humanity provided housing related services. Services included accessibility ramp installation, emergency and basic repairs to single-family houses, historic preservation, new home sales and housing counseling, and demolition of single-family houses blighting neighborhoods.

## HOME Investment Partnership Program

HOME expenditures for this Action Plan totaled \$804,604 including \$34,255 for administration, \$288,675 in CHDO funds, \$436,287 in program income and recaptured funds, and \$45,387 in entitlement funds.

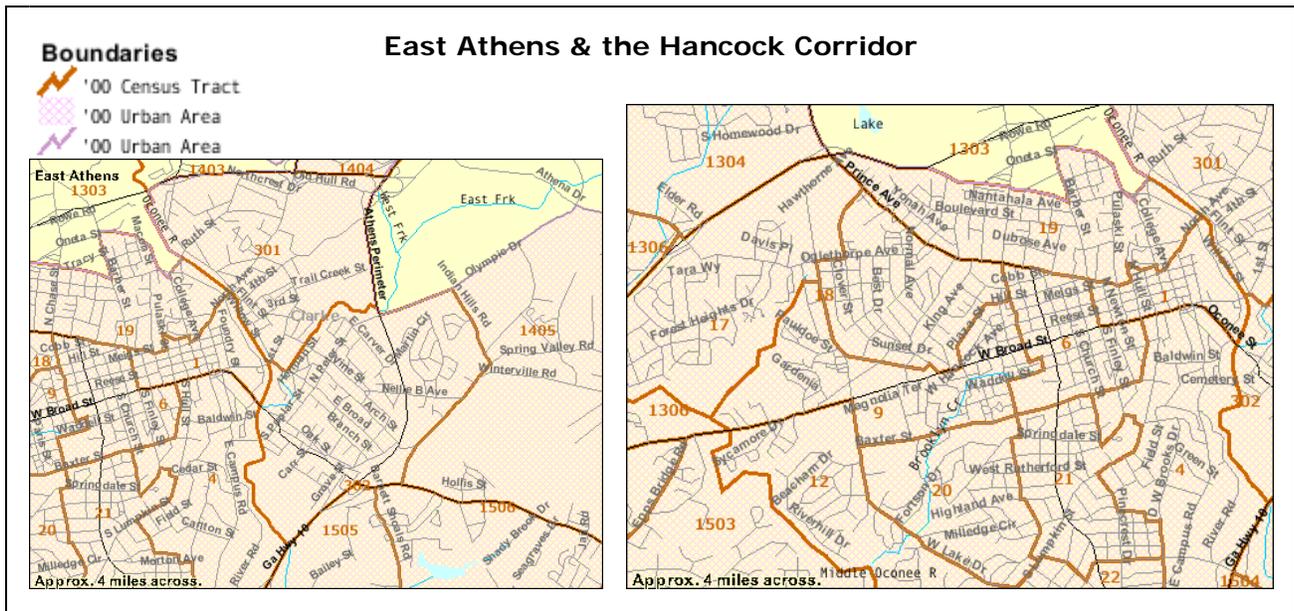
Applications for HOME funds are accepted where the proposed property site has been identified, total development costs projected (including sales price and/or rental rates), and additional financial resources secured and committed. This enables HCD to determine the actual investment of HOME funds required to make the development financially feasible and provide increased housing opportunities for decent, safe, and affordable housing for low to moderate income households in Athens-Clarke County.

This report includes narrative explanations of the physical and financial inventory of CDBG and HOME funding that assisted a variety of non-profit agencies that provided services and programming in the community. It also includes progress in providing affordable housing meeting the Section 215 definition. The report describes the use of CDBG and HOME funds as detailed in the Annual Action Plan for July 1, 2014 - June 30, 2015 and a narrative evaluation of the actual activities undertaken.

## Demographic Summary

The programs and activities described in this report were provided by various non-profit agencies located throughout Athens-Clarke County. Their services benefit low-income residents of Athens-Clarke County, with priority given to the residents of East Athens (Census Tracts 301 & 302) and the Hancock Corridor (Census Tracts 6 and 9). To meet the primary objective, CDBG regulations require grantees to expend at least 70% of CDBG funds for activities that benefit low to moderate-income people.

ACC has focused on two **Neighborhood Revitalization** areas: **East Athens** and the **Hancock Corridor**. East Athens is composed of Census Tracts 301 and 302. Census Tracts 6 and 9 are referred to as the Hancock Corridor.



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## HOUSING

### Housing Needs

The primary mission of the Athens-Clarke County Consolidated Plan for Housing is to **create and maintain affordable housing** in the community. The County has pursued several means of achieving this goal. The most important prerequisite is an adequate supply of reasonably priced homes in neighborhood revitalization areas; the Athens Housing Authority, the Athens Land Trust, East Athens Development Corporation, and Habitat for Humanity all work to build new low-cost homes and renovate deteriorated ones. (In order to avoid relocation and displacement issues, sub-recipients only acquire vacant homes for rehabilitation and resale.) **Eliminating barriers to affordable housing** through fair, unbiased access to housing is also a priority, and Athens Land Trust and both HCDC and EADC offer housing counseling services to inform citizens of their right to fair housing and monitor fair housing issues. ACTION, Incorporated also provides housing counseling services and manages the Emergency Repair program that eliminates health and safety hazards in the homes of elderly or disabled homeowners. ACTION and Habitat also build accessibility ramps helping people with mobility impairments remain in their own homes. Finally, existing housing must be free of safety hazards such as lead-based paint, which can have a devastating long-term impact on the community. All sub-recipients involved in housing repair and rehabilitation use lead safe housing practices. EADC and HCDC are a 501 (c) (3) Community Based Development Organizations, established to revitalize East Athens and parts of the Hancock Corridor. The agencies provide housing counseling, job counseling, and other services. Athens Land Trust (ALT) is a 501 (c) (3) Community Housing Development Organization. ALT also provides housing counseling and homebuyer education seminars free of charge, thanks in part to financial assistance from the Georgia Department of Community Affairs and local banks. ACTION Inc. provides regional housing counseling services with direct funding from HUD and local counseling funded through the CDBG program to provide General Housing Counseling, Credit Counseling for Prospective Homeowners, Mortgage Counseling, Homebuyer Delinquency and Predatory Lending Counseling, Foreclosure Prevention Assistance, Reverse Mortgage Counseling, Home Maintenance and Financial Management for New Homeowners, Counseling Individuals and Families that are Homeless or at Risk of Becoming Homeless, Rental Housing Counseling, and Fair Housing Counseling county-wide in a separate Request for Proposal.

HCD conducted an Analysis of Impediments to Fair Housing Choice (AI) for Athens-Clarke County (ACC) in 2011-2012 to affirmatively further fair housing in order to meet federal fair housing regulations. The AI contains strategies to overcome impediments to fair housing choice. The AI presents a demographic profile of ACC, assesses the extent of fair housing issues among specific individual groups, and evaluates a range of available housing choices for ACC residents. The AI further analyzes the conditions in the private market and public sector that may limit the range of housing choices or impede a person's access to housing. An AI that identifies local impediments to fair housing choice and recommends action steps that address and/or alleviates those impediments meets the federal mandate to affirmatively further fair housing. Impediments identified within the AI for ACC are based upon an analysis of ACC's zoning codes, fair housing complaints, interviews with nonprofit and for profit housing developers and responses from fair housing surveys completed by ACC housing developers, nonprofit organizations, ACC employees, and private citizens.

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There are properties in the community that are vacant and dilapidated and not in compliance with applicable building and property maintenance codes. Other properties are tax-delinquent with no private purchasers at tax foreclosure sales. These properties contribute to the blight and deterioration of the community and constitute an economic burden to our citizens. In response to this problem, ACC established a Land Bank Authority (LBA). The purpose of the LBA is twofold. First, the LBA is to acquire real property, including properties that are tax delinquent; subject of forfeiture proceedings under Georgia law; properties acquired by donation or intergovernmental transfer; properties that do not comply with building and property maintenance codes and are the subject of state or local nuisance abatement proceedings. Secondly, the LBA is to aid in fostering the return of nonrevenue-generating or nontax-producing property to an effective utilization status to provide opportunity for housing, new industry and jobs for the citizens of ACC. Properties officially listed as blighted in the jurisdiction are updated regularly on the Nuisance Abatement Map.

### **Public Housing Strategy - Athens Housing Authority**

The Athens Housing Authority is constantly striving to improve both its routine operations and the living environment of its residents. The Athens Housing Authority administers and maintains 1,255 dwelling units in the community. Currently, there are 1,241 families residing with the Athens Housing Authority. One thousand two hundred fifty eight children who are under 17 years of age reside in public housing. Forty percent of the families residing in Athens Housing Authority neighborhoods derive their income from wages. Another 40 percent of our families derive their income from Social Security benefits. In addition, 8 percent of our families receive Temporary Assistance for Needy Families (TANF). Of our remaining families, 15 percent derive their income from other sources and 3 percent are families in transitional situations. Eighty-nine percent of the residents are African-American, 10 percent are Caucasian, and 1% are of other ethnicity. There are 662 families on the Athens Housing Authority (AHA) waiting list. Eighty-one percent have extremely low incomes making less than 30 percent of the Area Median Income (AMI). Fifteen percent of those waiting for affordable housing make less than 50 percent of the AMI. Fifty-three percent of those waiting are families, 4 percent are elderly families, and 20 percent are families with a member with a disability. The majority are African-Americans needing a one or two-bedroom apartment. HUD recognizes the Athens Housing Authority as a "High Performer" under the Public Housing Assessment System. Therefore, no major plans are necessary to improve the management and operation of public housing. The Athens Housing Authority continually refines all areas of its operation to promote the best possible service to its customers. The Authority's reorganization this past year from a centralized operation to an "asset management model" reflects this commitment. Five property managers now oversee the Authority's 11 developments. The Authority utilizes a combination of Capital Fund Program (CFP) and Operating Budget funds to achieve these positive outcomes. AHA submitted details for the CFP to HUD and they are on file at the AHA's Central Office. Redevelopment of the Jack R. Wells Homes site is underway to completely redevelop the 40-acre, 125-unit apartment complex built in 1967. The redevelopment will double the number of affordable units.

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## Public Housing Resident Involvement and Initiatives

The Athens Housing Authority remains committed to customer service as demonstrated through a variety of resident involvement activities and initiatives. Athens Housing Authority residents remain actively involved in the management of their housing. The Inter-Community Council (ICC) comprised of representatives from all neighborhoods meets the first Monday night of each month to discuss Authority-wide issues. The Executive Director attends these meetings to provide a regular update on



Authority operations and to listen carefully to resident concerns. Since 1991, residents have had representation on the AHA Board of Commissioners—initially through two liaison resident members. In October 1999, immediately following the change in State law, the Board petitioned Local Government to increase the AHA Board membership to include a Resident Commissioner with all rights and privileges of board membership. Since that time, the Board has included a Resident Commissioner appointed by the Mayor. The ICC appoints a Resident Advisory Board each year to assist in the development of the Authority's Five-year and Annual Agency Plans. This Resident Advisory Board meets with AHA staff consistently during the months from November through February.

### Homeownership Initiative

The Athens Housing Authority continues a comprehensive approach to promote affordable homeownership in Athens-Clarke County through various partnerships with Athens-Clarke County government, local lenders, and private organizations. The revitalization of older neighborhoods through new construction is one strategy Athens Housing Authority and Athens-Clarke County utilize to address the need for affordable housing. During the summer of 2000, the Athens Housing Authority initiated a new homeownership program ACT I Homes. Athens-Clarke County granted the Authority funding through the CDBG and HOME programs. With these funds, the AHA began building homes in East Athens and the Hancock Corridor. Since the inception of Act I Homes program AHA has constructed twenty-one homes for first time home-buyers. The Authority continues to acquire infill lots for future ACT I homes construction. In addition, AHA has contracted with a private developer to construct 36 homes in a new subdivision in the East Athens target area. This subdivision includes a mix of ACT I, and market rate homes constructed to Georgia Power Energy Star requirements. The Athens Housing Authority coordinates its efforts with Athens-Clarke County to involve its residents in their infill housing construction program and future homeownership strategies. Athens-Clarke County continues to provide financial resources to the housing authority to help manage and support their homeownership initiative. AHA programming focuses on jobs, economic development, financial management, and homeownership readiness skills to prepare a larger portion of its resident population for participation in these programs. The Athens Housing Authority, through a partnership with Georgia Housing Assistance Program Administrators, performs HUD contract compliance administration for all of the privately owned Section 8 properties in the community to ensure quality affordable housing in Athens-Clarke County.

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## AFFORDABLE HOUSING

The primary mission of the Athens-Clarke County Consolidated Plan for Housing is to **create and maintain affordable housing** in the community. Athens-Clarke County has pursued several means of achieving this goal. The most important prerequisite is an adequate supply of reasonably priced homes in neighborhood revitalization areas. Sub-recipients only acquire vacant homes for rehabilitation and resale in order to avoid relocation and displacement issues. **Eliminating barriers to affordable housing** through fair, unbiased access to housing is also a priority in the Action Plan.



Existing housing must be free of safety hazards such as lead-based paint, which has a devastating long-term impact on the community. Athens-Clarke County and the various sub-recipient agencies continued to evaluate and abate lead-based paint hazards where necessary.



Each specific objective developed to address a housing need is identified by number and contains proposed and actual accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals Athens-Clarke County hopes to achieve.

### Efforts to address worst-case needs for affordable housing

Evidence suggests there has been an accelerated reduction in the number of affordable rental units and the private market is not producing enough affordable rental housing to meet existing demand. Effective government housing policies are thus essential to any further progress in reducing worst case needs. A central component of an effective housing strategy must be the continued expansion in the number of Section 8 however ACC has little authority or ability to increase Section 8 vouchers, which are a cost-efficient means of reducing worst case needs. It is also vital to continue and expand policies to promote economic growth, to raise incomes among low-income households, and to produce more affordable rental housing.

To that end, housing activities detailed in the Action Plan addressed the need for Affordable Housing. These activities include affordable housing construction, acquisition, rehabilitation, accessibility improvements, home repairs, in-fill housing, first-time home buying programming, and housing counseling. The “worst-case” housing needs and housing needs for persons with disabilities were addressed with the following programs that meet affordable housing needs.

- The Continuum of Care funds assisted homeless households in moving from shelters to permanent housing.

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- The Housing Rehabilitation Program was used for emergency repairs and for architectural barrier removal needed by persons with disabilities.

### Specific Housing Objectives

#### Affordable Housing Priorities & Agencies Responsible for Addressing Needs

1. **ACTION, Inc.** - Emergency Repair Program  
CDBG Allocated: \$126,986  
CDBG Expended: \$107,986

Goal: Provide decent, safe, and accessible affordable housing opportunities for low-to-moderate income residents particularly in neighborhood revitalization areas. Strategy: Provide assistance for the restoration, rehabilitation, and accessibility of low-to-moderate income, owner-occupied properties.

CDBG Objective: 570.202 14A

Provide emergency repairs for elderly (65+ years) and disabled homeowners. 17 low-income homeowners will receive emergency assistance grants to eliminate emergency health and safety hazards. Program eligibility is countywide. The scheduled completion date was June 30, 2015.



- **Self-evaluation:** The agency used CDBG funds to repair critical systems in 18 single-family homes owned by an elderly or disabled person through emergency assistance grants of no more than \$5,000 per unit to eliminate emergency health and safety hazards in their homes. A total of 30 extremely low and low income Athens-Clarke County residents directly received the benefits of the Emergency Home Repair Program.

Common projects include repairs to roof systems, HVAC systems, electrical systems, and plumbing. ACTION, Inc. also weatherized CDBG assisted units through air sealing, insulation installation, and window and door system repairs to improve energy efficiency. Weatherization services were provided through an additional grant source. There is a significant need for this program as the agency maintains a waiting list for assistance.

The Area Committee To Improve Opportunities Now (ACTION), Inc. is a non-profit, community action agency that was incorporated in 1965 to address the needs of the low-income citizens of Clarke, Greene, Jackson, Madison, and Morgan counties in Northeast Georgia. A Board of Directors whose members represent the public, private, and low-income sectors of each of the ten counties that we serve governs ACTION, Inc. ACTION, Inc. provides services that help reduce the impacts of poverty for thousands of Northeast Georgia Families, ultimately helping families become more self-sufficient. Major activities include adult education, case management, crisis prevention, employment, and nutrition.

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2. **Athens-Clarke Heritage Foundation** - Historic Preservation

CDBG Allocated in Action Plan V: \$39,042

The contract was amended to include their FY14 carry forward bringing their total to: \$43,396.22

CDBG Expended: \$40,513.47

Goal: Provide decent, safe, and accessible affordable housing opportunities for low-to-moderate income residents particularly in neighborhood revitalization areas. Strategy: Provide assistance for the restoration, rehabilitation, and accessibility of low-to-moderate income, owner-occupied properties.

CDBG Objective: 570.202(d) 16A

Provide basic repairs to historic homes owned by low-income residents.

Repair 12-15 historic homes in neighborhood revitalization areas.

This program focuses on historic homes in East Athens and the Hancock Corridor.

The scheduled completion date was June 30, 2014.



- **Self-evaluation:** During FY15, Athens-Clarke Heritage Foundation's Hands On Athens assisted a total of 26 people, 19 of whom were extremely low income and 7 of whom were low income. Of the 26 individuals served, 10 were disabled and 9 were female heads of household. Hands On Athens successfully met if performance measures for FY15 by A) fostering collaboration and cooperation among local non-profits, faith-based organizations, and public and private sector entities. B) Identifying approximately three dozen low-to-moderate income homeowners within the program's three target neighborhoods for consideration for HOA assistance. C) Selecting 14 property owners to receive assistance from HOA during the year. D) Assembling volunteer teams of varying sizes (a total of just over 200 in all over the course of the year) who participated during HOA's FY15 work projects. E) Carrying out a variety of maintenance, exterior and interior repair, and landscape work at 14 properties owned by LMI households.

3. **Athens Housing Authority** - Acquisition and new construction

CDBG Allocated: \$195,815

CDBG Expended: \$142,219.56

Goal: Provide decent, safe, and accessible affordable housing opportunities for low-to-moderate income residents particularly in neighborhood revitalization areas.

CDBG Objective: 570.201 (a) (d) (m)



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The ACT I Homes Program will provide affordable housing opportunities to low to moderate income families in Athens-Clarke County. The FY15 CDBG budget focuses on the acquisition of vacant lots and lots with dilapidated structures in the Hancock Community Corridor (including the Brooklyn Neighborhood) and East Athens. CDBG funds will be used to acquire 3 properties (two vacant lots and one lot with dilapidated structure) for future development of affordable single-family housing; demolish 1 dilapidated structure and renovate one single-family home. In addition, CDBG will fund personnel salaries/consultants fees, insurance, materials and supplies. This program focuses on single-family housing construction in neighborhood revitalization areas. The scheduled completion date was June 30, 2015.

- **Self-evaluation:** The Athens Housing Authority primarily uses CDBG to assist their affordable housing development program where the actual development HOME and other sources of funds cover development costs. CDBG funds were primarily used for acquisition, demolition and administrative support for properties held by AHA. AHA acquired 3 vacant lots and one dilapidated single-family house. The lots were cleaned-up, and the vacant structure was demolished. AHA focused their efforts on acquisition of troubled properties in the Brooklyn Neighborhood but was unable to acquiring any of the properties through negotiations with heirs. AHA has 2 vacant units and one house under contract at Savannah Heights. Using CDBG and HOME funds administered by HCD, the Athens Housing Authority has worked to revitalize neighborhoods in Athens resulting in the construction of new homes in established neighborhoods in East Athens and the Hancock Corridor. AHA continued to market both new and renovated homes for sale to first time buyers as they became available.

During FY15, AHA primarily used CDBG funds for acquisition, renovation, and upkeep of properties acquired. AHA acquired two properties (106 Bazzelle Avenue and 120 Bazzelle). AHA renovated, marketed and sold one residential property (733 Dearing Street). AHA also marketed and sold two other properties (173 S. Billups Street and 80 McKinley Drive. These three properties were sold to low-income buyers below 80% of the Athens AMI. AHA met the projected household served of 2 persons (female headed households).

Columbia Brookside: The Athens Housing Authority (AHA) sought local tax money to help redevelop Jack R. Wells Homes, commonly known as Pauldoe, off Hawthorne Avenue which was razed and a mixed-income community to be built in its place. Federal tax credits would pay for 70% of the \$47 million project. AHA requested Athens-Clarke County allocate approximately \$700,000 to support Phase I of the Jack R. Wells redevelopment costs to include building demolition and abatement and infrastructure improvements. The local contribution, which would fund infrastructure like roads and utilities at the site, would help AHA acquire the Federal tax credits by indicating that the project has support from the local government. Rather than renovating the 40-year-old Pauldoe complex, AHA proposed replacing Pauldoe complex will three phases of mixed income housing 125 units of public housing, 125 subsidized units for low- and moderate-income residents, and 125 market-rate units.

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### **Columbia Brookside Phase I**

On February 27, 2012, AHA submitted a HOME loan application for \$1.3 million towards Phase I of redeveloping the Jack R. Wells public housing neighborhood. The Estimated Total Project Cost for Phase 1 was \$16.8 million that included Low Income Housing Tax Credit Net Equity of \$11.6 million, HOME Loan of \$1.3 million, AHA Funds and Special Programs of \$3.9 million. On June 28, 2013, Housing Authority of the City of Athens, Georgia entered into a HOME Investment Loan agreement with the Unified Government of Athens-Clarke County, Georgia. HOME funds were used for "Phase 1" of the redevelopment project described as "Columbia Brookside Phase I" formerly known as Jack R. Wells Redevelopment community. The 100-unit senior living, affordable housing rental multi-family complex with related site amenities is on an 11.5 acre site located at 300 Hawthorne Avenue, Athens, Georgia 30606. The Project contain six (6) mobility impaired units and two (2) sensory impaired units. The construction of Columbia Brookside Phase 1, 100 senior units was completed on schedule in December 2014. AHA constructed Ten (10) HOME-assisted units that are subject to ongoing compliance requirements for the HOME Program over an Affordability Period of 20 years. The HOME-assisted units are available for rental by HOME Program eligible low and moderate income households. Each of the ten HOME-Assisted units is floating units. These units consist of Nine (9), one (1) BR/units; and One (1), two (2) BR/units. Each HOME-assisted unit designated as a floating unit must be comparable in size, features, and number of bedrooms to the originally designated HOME-assisted units. The Athens Housing Authority and Columbia Residential held a ribbon-cutting ceremony to dedicate the first phase of Columbia Brookside on April 22, 2015. The last final draw and Rental Achievement are scheduled for October 2015. As of 6-30-2015, 7 of the 10 HOME units are occupied with remaining to be occupied by October 2015.

### **Columbia Brookside Phase II**

The second phase received a Tax Credit allocation award in January 2014 for new construction of 132 family units, a combination of two-story townhouses and single-story flats. The construction of Columbia Brookside Phase II began in October 2014. The project is scheduled to be complete by December 2015.

### **Columbia Brookside Phase III**

Athens Housing Authority's Tax Credit Application for Columbia Brookside Phase III project was approved on November 18, 2014.

On November 25, 2014, AHA submitted a HOME loan application for \$1 million for new construction of 138 units' multifamily development. The development will consist of 14 buildings consisting of townhome and stacked flat units. There will also be a 4,500 sq. Community Building. On May 5, 2015, the Mayor and Commission approved a \$1,000,000 HOME loan to Athens Housing Authority (AHA) for Columbia Brookside Phase III.

On June 15, 2015, The HOME contract was executed for \$1,000,000 HOME Program loan between the Unified Government of Athens-Clarke County and Housing Authority for the City of Athens, Georgia for Columbia Brookside Phase III affordable housing rental multi-family development.

AHA shall utilize loan funds with other financial arrangements with limited and/or general partners and investors to develop and construct 138 multi-family rental units located on an 12.02 acre site at 195 Hawthorne Extension, Athens, GA 30606. Seven of the ninety-three affordable housing units will be HOME-assisted and will be made available for rental to eligible low and moderate income households.

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AHA plan to close financing for the project on September 30, 2015. The estimated construction start date for Columbia Brookside Phase III is October 2015, and the scheduled construction completion date is December 2016. Units in Phase III are scheduled to be available for leasing by November 30, 2016.

4. **Athens Land Trust** - Acquisition, rehabilitation, and new construction

CDBG Allocated: \$180,815  
CDBG Expended: \$180,813.69  
HOME Expended: \$288,675.14

Goal: Expand housing choices, both rental and homeownership, and increase the availability of safe, decent affordable housing for low-to-moderate income residents throughout the community.

Housing Goal - Strategy 2 - Construct in-fill Housing, Construct three new single-family homes (Cottages at Cannontown) for sale to first-time/low to moderate-income homebuyers.

CDBG Objective: 570.201 (a) (d) (m), 570.202 14A and 14G, 570.204  
CDBG Objective: 570.201 (a) (d) (m), 570.202 14A and 14G, 570.204  
Support the construction of up to 10 single-family homes that are permanently affordable for low-to-moderate income families in the neighborhood revitalization areas. The scheduled completion date was June 30, 2014.

- **Self-evaluation:** Using CDBG and HOME funds administered by ACC HCD, the Athens Land Trust continued to revitalize neighborhoods in Athens resulting in the rehabilitation of older homes and the construction of new homes in ACC. The Athens Housing Authority (AHA) and Athens Land Trust (ALT) continued a partnership focusing on distressed neighborhoods. The agency will use CDBG funds to assist the acquisition, construction, and rehabilitation of permanently affordable homes for future development with HOME funds. ALT projected to serve 12 households with new homes or rehabilitate dilapidated homes that will provide homeownership opportunities; manage housing portfolio of single-family and multi-family properties serving 400 individuals; support the acquisition and rehab of one (1) multi-family property; serve 270 individuals with empowerment resident activities of Fourth Street Village Apartments; promote awareness and understanding of housing needs to educate 260 individuals; and provide education for 85 individuals preparing to be first-time homebuyers.

Athens Land Trust's Affordable Housing Program had a successful year for homeownership, with the construction of three new Earth Craft certified homes in Cottages of Cannontown known as 100, 110, 120 Cannon Drive. These homes, known as Phase 2, are three-bedroom and two-bath homes. ALT began lease-purchases for all three Cannontown units.

During the fiscal year, ALT acquired 482 Ruth Street, a single family property; 277 and 279 Paris Street, residential lots. ALT demolished two burned-out and dilapidated houses on Paris Street. The houses were unsafe and were a source of blight in the neighborhood. ALT will use the land for future new single-family homes.

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ALT Affordable housing program served 262 persons of the 260-projected number of persons to serve. Of those served, 194 persons were extremely low or low income. Ninety-three of those people assisted were female heads of households and 21 had a disability.

ALT met goal with three families (4 individuals) becoming first-time homebuyers. These families are low-to-moderate income, with incomes less than 80% AMI. New homeowners closed on 115 Cannon Drive, 289 Evans Street, and 814 Waddell Street.

ALT staff held monthly residents' meetings that were held at Fourth Street Village to promote community awareness and to provide education and assistance to 112 people. ALT held six homebuyer education workshops throughout the year and also provided individual housing counseling. During the fiscal year, ALT used HOME funds to acquire 814 Waddell Street, a single-family property and 804-806 Waddell Street, a six-unit multi-family rental property. ALT used private funds to renovate 814 Waddell Street and used HOME funds to renovate 804-806 Waddell Street. ALT completed the renovation of 814 Waddell Street and sold home to a first time homebuyer. All six units of 804-806 were leased during fiscal year. Athens Land Trust manages a portfolio of over 164 affordable housing properties. ALT will maintain the permanent affordability of 96 rental units, and 60 single-family properties, providing safe, decent, affordable housing for more than 400 people.

5. **Habitat for Humanity** – New Construciton, BwK & EHARP

CDBG Allocated: \$167,321

CDBG Expended: \$167,321

Goal: Provide decent, safe, and accessible affordable housing opportunities for low-to-moderate income residents particularly in neighborhood revitalization areas. Strategies: Acquire vacant lots and construct new, quality, affordable housing. Acquire and rehabilitate dilapidated properties, returning the units to the housing stock as quality, affordable housing.

CDBG Objective: 570.201 (a) (m), 570.202 14B and 14G



Athens Area Habitat for Humanity, an independent affiliate of Habitat for Humanity International, is an ecumenical, not-for-profit organization dedicated to the elimination of substandard housing in Clarke, Oconee, and Oglethorpe counties in the state of Georgia. Habitat builds houses and sells them to qualifying families at no-profit and no-interest. Thus, Habitat is not a give-away program. Habitat homeowners work side by side with volunteers, cutting the cost of building the house.

Homeowners must repay the cost of building their home with no interest charge and 100% of the mortgage payments going towards the funding of future Habitat

houses.

Habitat planned to support development of low to moderate income housing related to acquisition, or construction/rehabilitation of single-family homes; to support the administration, management of single family and rental properties. Habitat continues rehabilitation for three (3) duplex units on Simmons Street/Branch Street into affordable rental units for low-income families. CDBG was also allocated to Habitat's Emergency Handicap Ramp Program (EHARP) and Brush with Kindness (BWK) programs to assist 30 homeowners utilizing volunteer labor to provide low income homeowners with ramps and small repair home projects. The scheduled completion date was June 30, 2015.



- **Self-evaluation:** CDBG assisted with 2 programs, the Brush with Kindness (BWK) home repair program and the EHARP (Emergency Handicap Ramp Program). BWK is an emergency repair assistance program for homeowners and EHARP constructs accessibility ramps. CDBG assistance is limited to \$5,000 per household. Typical types of assistance include roof, ceiling, and floor repairs. BWK serves those in the community in need of some emergency home repairs and focuses on structural and/or life safety repairs. EHARP provides handicap access for homeowners in need of assistance. EHARP constructs both handicap ramps and handrails depending on the need. The CDBG contract for 2014 - 2015 allocated a budget to serve 15 persons through each program. Habitat completed 12 of the 15 projected ramps under the EHARP program while serving 19 homeowners. Habitat's BWK program completed 6 of the 15 repair projects serving 8 of the 15 homeowners projected.

Nineteen of those assisted through EHARP had extremely low, very low, or low incomes and 95% were minorities. Thirteen of those people assisted were female heads of households and 18 had a disability. Eight of those assisted through BWK had extremely low, very low, or low incomes and all were minorities. Five of those people assisted were female heads of households and 6 had a disability.

Habitat served 30 low-income households through affordable housing apartment rentals at 1645 E. Broad Street., Simmons St., and Branch St. In addition, Habitat completed 3 new-construction affordable housing single-family homes located at 150 Carpenter Circle, 170 Carpenter Circle, and 100 Redfern Circle.

7. Housing and Community Development
HOME Investment Partnership (HOME)
HOME Investment Partnership (HOME)
\$ 24,425 Administration
\$ 36,637 CHDO set-aside
\$ 12,212 CHDO operating cap
<u>\$ 170,975</u> HOME sub-recipient funds
\$ 244,250

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To maximize the impact of the HOME program, and effectively leverage public and private resources, HOME loans are made as gap financing for eligible housing activities under the HOME Investment Partnership Program.

HCD uses ten percent of its annual HOME allocation for program administration. The remaining funds are allocated for HOME eligible activities. A minimum of fifteen percent of the annual allocation is set-aside for Community Housing Development Organizations (CHDO) as required by federal law.

Applications for HOME funds are accepted where the proposed property site has been identified, total development costs projected (including sales price and/or rental rates), and additional financial resources secured and committed. This enables HCD to determine the actual investment of HOME funds required to make the development financially feasible and provide increased housing opportunities for decent, safe, and affordable housing for low to moderate income households in Athens-Clarke County. Applications are accepted by HCD on proposed developments where the site has been identified, a total development budget established, including all sources of funding, and the level of HOME funds needed to make the development feasible. The application consists of a review of the proposed real estate development, including the development timeframe, and the experience of the applicant in carrying out HOME-assisted projects.

#### **CHDO Set-aside**

The HOME Program provides funds specifically for use by nonprofit housing developers that qualify as CHDOs. Each HOME PJ must set-aside a minimum of 15 percent of each annual HOME allocation exclusively for housing that is owned, developed and/or sponsored by CHDOs. Up to ten percent of the CHDO set-aside may be used for activities specified under: 92.301, project-specific technical assistance and site control loans, and project specific seed money loans. PJs that reserve more than 15 percent of their HOME allocation for CHDOs may use up to 10 percent of their total CHDO set-aside for such loans. Athens-Clarke County continues to set-aside a minimum of 15 percent of its annual HOME allocation for eligible housing development activities for qualified CHDOs. To be consistent in the process of accessing HOME funds, qualified CHDOs will follow the same HOME application and procedures. As projects are identified, applications will be submitted to HCD, and must include the total development budget, including all sources of funding, and the level of HOME funds needed for gap financing.

If funds remain they will be made available for affordable housing acquisition and construction during the next fiscal year.

#### **Continuation Project**

##### **HCD - Demolition of Dilapidated Residential Structures**

The multi-year objective is the demolition and clearance of dilapidated structures using CDBG to assist a voluntary demolition program and general funds to assist a court ordered demolition fund.

CDBG Expended: \$5,148 (1 unit)  
CDBG Balance: \$39,852

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General Fund: \$56,485 (5 units)

The department works closely with other departments and the courts to increase efficiency and remove blighting influences in our neighborhoods. The objective is the demolition and clearance of dilapidated single-family structures, particularly those located in the two HUD approved neighborhood revitalization areas. CDBG and general funds for the slum and blight clearance and demolition program assists neighborhoods most impacted by the recession and by investing in environmental protection that will provide long-term economic benefits.

Several court ordered demolitions were completed during the year. CDBG assists low income owners of dilapidated structures with a voluntary program using CDBG to cover testing and demolitions costs through a conditional deferred payment loan.

### **Affirmatively Furthering Fair Housing**

As a recipient of federal grant funds from the U.S. Department of Housing and Urban Development (HUD), Athens-Clarke County, Georgia has established a commitment to provide equal housing opportunities for existing and future residents. Through the federally funded Community Development Block Grant (CDBG) and HOME Investment Partnerships (HOME) programs, among other state and local programs, Athens-Clarke County works to affirmatively further fair housing, and to ensure their grants will be administered in compliance with Title VI of the Civil Rights Act of 1964 and the Fair Housing Act of 1968. It is HUD's mission to promote non-discrimination and ensure fair and equal housing opportunities for all. In an ongoing effort to provide services and activities on a nondiscriminatory manner and to affirmatively further fair housing, HUD is charged by law to implement and enforce a wide array of civil rights laws, not only for members of the public in search of fair housing, but for HUD funded grant recipients as well. HUD is also charged with ensuring the successful operation of specific enforcement of housing programs. The array of laws, executive orders, regulations, etc. are collectively known as civil rights requirements and called Civil Rights Related Program Requirements.

HCD conducted an Analysis of Impediments to Fair Housing Choice for Athens-Clarke County to affirmatively further fair housing and meet federal fair housing regulations. The AI analyzes and develops strategies to overcome any impediments to fair housing choice. The AI presents a demographic profile of ACC, assesses the extent of fair housing issues among specific individual groups, and evaluates a range of available housing choices for ACC residents. The AI further analyzes the conditions in the private market and public sector that may limit the range of housing choices or impede a person's access to housing. An AI that identifies local impediments to fair housing choice and recommends action steps that address &/or alleviate those impediments meet the federal mandate to affirmatively further fair housing. Impediments identified within the AI for ACC are based upon an analysis by WfN of ACC's zoning codes, fair housing complaints, interviews with nonprofit and for profit housing developers and responses from fair housing surveys completed by ACC housing developers, nonprofit organizations, ACC employees, and private citizens.

HCD maintains a link on the Athens-Clarke County web page to HUD's Office of Fair Housing: <http://www.athensclarkecounty.com/FAQ.aspx?QID=541>

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Individuals may also contact HUD's Office of Fair Housing and Equal Opportunity or [file a housing discrimination complaint online](#). HUD's online complaint form is linked from HCD's webpage where it is prominently featured. HCD will thoroughly review any allegation to determine if the claims raised are jurisdictional under the Fair Housing Act.

### **Fair Housing Plan**

**Impediment #1:** Athens has a high percentage of cost-burdened residents and thus, there is an inadequate supply of affordable housing for the population. Previously used buildings have become dilapidated and need serious renovation before they can become residences again and affordable housing may not be in the best locations relative to jobs, schools, and shopping.

**Goal #1:** HCD envisions the creation of more affordable housing developments using innovative ideas to ensure success and the renovation of dilapidated properties and neighborhoods to provide the residents of Athens-Clarke County with sufficient housing priced within their household budget.

**Objective:** Increase the supply of affordable housing in Athens-Clarke County by the continued improvement of existing structures and construction of new residences.

**Action #1:** HCD distributes CDBG and HOME Investment Partnership funds to non-profit and for profit housing developers and providers through an annual grant process. HCD will continue to utilize its current funding structure using the Vision Committee, the department's citizen advisory committee, to help direct funding decisions specifically to increase the availability and supply of affordable housing. Funding decisions are based upon the prioritization of annual funding needs and goals that emphasize the creation of new affordable housing developments or renovating current residential properties to increase and maintain the local housing stock and to develop mixed-income properties that provide true income affordability for a continuum of potential residents.

**Impediment #2:** There is a lack of public education and awareness of Fair Housing Rights and Responsibilities. Over 40% of the AI sampled population stated that they are not aware of their Fair Housing rights while very few people reported any claims of discrimination. This may suggest that citizens are not aware of their Fair Housing rights and the law.

**Goal #2:** HCD provides easy access of affordable housing materials, including information in other languages when requested, to all citizens. Materials are comprehensive yet easy to understand and are provided through multiple outlets. HCD seeks to partner with its current housing providers and engage with for-profit developers to reach and inform as many people as possible about the right to fair housing and how to file a complaint.

**Objective:** ACC residents will become more knowledgeable of their fair housing rights and the options available to them.

**Action #2:** HCD is designing a variety of fair housing materials to increase awareness and educate the community regarding fair housing rights and responsibilities. Fair housing materials will be redesigned to have a cohesive and

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attractive theme. This design will be used on flyers, brochures, the HCD website, print advertisements, and video “infomercials”. HCD is developing a new page on the departmental website to provide comprehensive fair housing information. It will include definitions of housing policy, examples of housing discrimination, web-links to related organizations, related housing news, and links to HUD where people can file a housing complaint. In addition, the flyers and brochures will be provided to partner agencies and organizations to educate their clients. Special attention will be paid to those with populations at a higher risk for housing discrimination. HCD will promote upcoming workshops on fair housing choice. These advertisements will be presented in a variety of formats and focus on specific audiences. Fair housing workshops will be held around the community to increase awareness of the various aspects of fair housing choice.

**Impediment #3:** The Analysis of Impediments to Fair Housing Choice identified three sections of zoning code as potentially problematic. The contributing consultants performing the AI asserted that the zoning code limiting building heights in certain zones may raise the price of units. The definition of “family” required in single-family zones may prevent residents from living with roommates or utilizing other cost-saving strategies and limit housing options. Restrictions on personal care homes may create higher costs for residents and the special use permit required may prevent people from developing personal care homes.

**Goal #3:** The ACCUG Planning and Zoning Department and HCD work together to assure the zoning code protects property values and the integrity of neighborhoods while also ensuring opportunities and incentives to build housing that is affordable that meets community needs.

**Objective:** The zoning code is analyzed to ensure that it does not impede fair and affordable housing development. Any potential issues identified will be presented and vetted by staff and Management.

**Action #3:** After significant analysis staff determined that while certain individual pieces of the code could be problematic if applicable to all areas in the county or without other regulations; the current state of Athens’ zoning code is permissive and encourages the development and maintenance of affordable housing throughout the community. Ten foot extra allowances on height restrictions and maximum allowable heights are only applicable in specific zones. The definition of family is used in very specific areas in ACC and that definition’s inclusion in the zoning code has been upheld by the Georgia Supreme Court. There are a wide variety of personal care home options allowed in different zones and the code cited by the analysis has been modified since publication. Thus, the ACC zoning code is not an impediment to fair housing in terms of affordability. The ACC Planning and Zoning Department will provide further explanation concerning specific codes that could be viewed as impediments to fair or affordable housing for staff to discuss and analyze. The goal is to ensure safeguards are built into the current code to protect the availability and promote the increase of affordable housing.

### **Resources & Constraints**

**Resources:** Actions to reduce these impediments are being undertaken by several ACCUG departments including the Office of the Manager and the Mayor and Commission.

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**Impediment 1:** HCD is addressing the impediment through annual CDBG and HOME funding. HCD staff will continue to work with the Vision Committee and the Mayor and Commission to ensure that CDBG and HOME sub-recipients use HUD funds to rehabilitate and repair housing and to develop additional affordable housing throughout the community.

**Impediment 2:** HCD is working in partnership with the ACCUG Public Information Office to best utilize CDBG funds to increase awareness and provide additional education on Fair Housing rights and responsibilities. HCD has also identified a variety of print and radio resources available in English, and Spanish that may prove useful in these efforts.

**Impediment 3:** ACCUG Planning and Zoning Department and HCD have thoroughly addressed this perceived impediment.

**Constraints:** Each identified group is extremely busy and this effort is complex. A schedule on page 5 of this document details specific steps, deadlines, and responsibilities for the completion of these efforts. The schedule allows for time to create materials, advertise meetings, and review outputs without compromising core mission activities.

Community awareness of fair housing issues is also a constraint. Finding the most appropriate methods to advertise to the entire community is a challenge that HCD will address by using a multi-faceted marketing campaign. Fair housing affects everyone so the strategies are intentionally designed to reach as much of the community as possible.

The Unified Athens-Clarke County Unified Government (ACCUG) Housing and Community Development Department (HCD) plans to address three potential impediments to fair and affordable housing as identified in a recently completed Analysis of Impediments to Fair Housing Choice.

1. The supply of affordable housing for very low and low to moderate income people will continue to be addressed through CDBG funding and related support that HCD provides to organizations working to increase and maintain the supply of affordable housing.
2. Fair housing rights and responsibilities will be advertised and marketed to community organizations through a comprehensive and informative, community-wide campaign.
3. Elements of the zoning code identified as restrictions preventing the development of affordable housing have been analyzed by HCD and the ACCUG Planning and Zoning Department and determined that the zoning restrictions identified in the Analysis of Impediment to Fair Housing Choice do not constitute true impediments to affordable and fair housing when reviewed in the context of the Athens-Clarke County zoning code safeguard property values and encourage fair housing practices.

HCD is confident that these actions serve to affirmatively further fair housing development and choice in Athens-Clarke County and provide the correct proportions

of appropriately-priced housing in a fair market that adequately serves the workforce.

### Fair Housing Seminar

In April 2015, HCD notified the public via radio and print advertisements concerning Fair Housing Month and ACC HCD's Fair Housing Program. The department bought ads on the minority owned WBKZ radio, and on 2 Cox Radio stations using 2 HUD FHEO approved 30-second Public Service Announcements (No Debate and No Pets) that included details for a Fair Housing work shop. The



department also bought print ads in the Athens Banner Herald and posted information on the ACC HCD web page and notified over 100 subscribers to HCD Alerts via the web page. HCD also proudly displays FHEO posters and notifications in its offices.

The Athens-Clarke County Unified Government and Fair Housing partners, Athens Housing Authority, ACTION, Inc., Athens Land Trust, and Georgia Legal Services, held a Fair Housing seminar on April 13, 2015 at 375 Satula Avenue, which is accessible to people with disabilities. Fair Housing Trainer J. Keith Swiney led the seminar. As a professional trainer and facilitator, Mr. Swiney has trained more than 20,000 people from all economic and social environments during his combined 31 years in retail and real estate management. He has provided fair housing certification training for local, state, and regional housing and community development associations across the country and has trained roughly 2,000 public and private entities in his career. Copies of print ads, radio time slots, and sign-in sheets from the workshop are in the Appendix of this document.



### Barriers to Affordable Housing

The ACC Mayor and Commission adopted a new County Comprehensive Plan and Future Land Use Plan in June 1999, and began developing the corresponding ordinances to implement the plan immediately following adoption of the Comprehensive Plan. The resulting new Zoning Code and Development Standards were adopted by the Mayor and Commission in December 2000, and took effect immediately. These new ordinances have streamlined the construction permitting process, thereby reducing regulatory barriers to affordable housing. In addition, the

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new ordinances encourage in-town development in existing neighborhoods, including those of low-to-moderate incomes. HCD and its sub-recipient agencies and Comprehensive Housing Development Organizations continued to acquire dilapidated residential structures in the Neighborhood Revitalization areas for redevelopment and sale to first time home-buyers. Along with these acquisitions, demolition, and construction activities HCD and its partners provide homebuyer training, direct down payment assistance, and various forms of housing and financial counseling and training. Considerable gains have been made making housing more affordable, but much more needs to be done to provide safe, access to housing, employment, and services that are not dependent upon personally-owned-vehicles. Underlying this are ACC's zoning and development policies that foster smart growth: promote infill, and discourage sprawl development. The ultimate consequences of these policies are not only affordable access, but reduced emissions from fossil-fuel burning vehicles. In conjunction with this, ACC and the Clarke County School District is pilot testing the use of bio-fuels in their fleet vehicles, which will also reduce emissions.

### **HOME Match Requirements**

The HOME allocation was \$ 244,250. \$120,676 in match funds were contributed during the current fiscal year. \$247,714 in match was provided from previous years for a total of \$368,390 in excessive match to be carried over into the next fiscal year. The match requirement was fulfilled through donated properties and properties acquired below market value (donation of the difference in values for affordable housing). Sub-recipient agencies fulfilled match requirements through various means such as bond-funded loans to low and moderate-income residents, below market interest rate loans, donated buildings, materials and supplies, and labor.

### **HOME Match Report and HOME MBE and WBE Reports**

See HOME Match Report HUD-40107-A in Appendix.

See Part III of HUD Form 40107 Minority Business Enterprises (MBEs) and Women's Business Enterprises (WBEs) in Appendix.

**HOME fund allocations and awards.** HCD met with subrecipients and CHDOs regularly throughout the year to review progress and to update them on the process and the associated documents required to access additional HOME funding.

### **Assessments**

On-site inspections of Rental Units: ACC conducted no On-site Inspections of Rental Units since the compliance period for each unit assisted with HOME funds had ended.

### **ACC Affirmative Marketing Actions**

Athens-Clarke County has had a Minority Business Enterprise & Women Business Enterprise (MBE/WBE) policy in place since 1995. The MBE/WBE program takes positive steps to identify, certify and encourage minority and women business enterprise firms to participate in every aspect of the government's procurement of goods and services. Ultimately, the MBE/WBE program strives to increase minority and women business enterprise participation in and awarding of ACC contracts. As a result of this progressive program, HCD promotes the participation of minority and women owned businesses in all its programs, projects and services, including those funded with HOME funds. HCD also takes additional steps to encourage all general contractors to employ minority and women sub-contractors, as well as hire locally.

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## Other Initiatives

Other actions taken by ACC to enhance our natural, and built, environment -- and thus our quality of life through clean air, clean water and attractive surroundings -- are the preservation of river and stream corridors, other green spaces, and the expansion of the greenway system. The recently passed tree ordinance seeks to achieve and maintain a tree canopy goal of 40% county-wide, by preserving some trees during development and the planting others -- notably street trees and parking lot trees. The storm water ordinance reduces flood damage and contamination from urban run-off. An amendment to the building code addresses dust control resulting from the demolition of facilities containing asbestos or lead-based paint. ACC has adopted the US Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system for all new county buildings. In addition to the four projects already built (the Dance Center, the two Police Substations, and the Family Protection Center) and two others under construction or design (Fire Station #9 and the Environmental Services Building), this "green building" policy will also have application to other County projects in an effort to reduce energy consumption, environmental impacts, and operating costs.

The local government established a Land Bank Authority to acquire properties in the community that are vacant and dilapidated and not in compliance with applicable building and property maintenance codes. These properties contribute to the blight and deterioration of the community and constitute an economic burden to our citizens. The purpose of the ACCUG LBA is to acquire real property, including properties that are tax delinquent; subject of forfeiture proceedings under Georgia law; properties acquired by donation or intergovernmental transfer; properties that do not comply with building and property maintenance codes and are the subject of state or local nuisance abatement proceedings. Secondly, the LBA is to aid in fostering the return of nonrevenue-generating or nontax-producing property to an effective utilization status to provide opportunity for housing, new industry and jobs for the citizens of ACC.

The Mayor and Commission, via the Georgia Department of Community Affairs established 7 Opportunity Zones pursuant to O.C.G.A. 48-7-40.1(c)(4) to assist in the redevelopment of distressed areas. On October 12, 2012 GA DCA notified Mayor Denson of the official designation of Athens-Clarke County's Opportunity Zone (ACC OZ). The ACC OZ is composed of seven areas:

1. Baxter Street
2. Chase-Newton Bridge Road
3. Hawthorne Avenue
4. Lexington Road
5. North Avenue
6. Oak Street
7. West Broad Street

The zones are local redevelopment areas that have been designated as areas needing assistance in redeveloping by the Georgia Department of Community Affairs (DCA). Assistance is in the form of access to Georgia's highest Job Tax Credit (JTC) of \$3,500 per new job created. Any lawful business can access the tax credits. Business must create at least two (2) net new jobs within a tax year and the new jobs must be full-time, permanent jobs of at least 35 hours per week. The average wage of the new jobs created must pay above \$435 per week or \$22,620 per year.

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New jobs must offer health insurance upon employment; however, the employer does not have to pay for such insurance. Tax credits may be claimed up to five years as long as the jobs are maintained. The claim is against 100% of the business's Georgia Income Tax liability, with excess credit claimed against withholding taxes. In January 2015 Athens-Clarke County requested DCA approval of an additional Opportunity Zone for Tracy and Oneta Streets. Approval is pending.

## COMMUNITY DEVELOPMENT

### Public Facilities and Improvement Projects

Public Facility and Improvement goals will improve public infrastructure and provide adequate and safe access to low-moderate income communities, especially in neighborhood revitalization areas. They also increase the residential and commercial desirability of low-moderate income areas by rehabilitating dilapidated commercial buildings and storefronts. The Consolidated Plan will also assist community service organizations in improving their physical structures to ensure they are accessible, safe, and meet the organization's service goals and increase public safety, residential desirability, and quality of life in low-moderate income areas by building or restoring public parks and recreational facilities. Priorities for funding Public Facility and Improvements projects are based on the corresponding priorities in Housing, Economic Development, and Public Services. Athens-Clarke County's priority non-housing community developments eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table for Public Facilities and Improvement projects for Action Plan V included one Public Facilities and Improvement project totaling \$170,645.

1. ACC Leisure Services Department – East Athens Park Energy Conservation Improvements

	Project
CDBG Allocated: \$170,645	East Athens Community Park Lighting
\$ 58,000.00	East Athens Community Center HVAC
CDBG Expended: \$170,645	East Athens Community Park Lighting

Public Facilities Goal C,  
CDBG Matrix Code: 570.201(c)

- **Self-evaluation:** The East Athens Community Park lighting for the playing field was retrofitted with Musco lighting which is energy safe and environmentally conscious. This park is located in the East Athens Neighborhood Revitalization area and serves mainly low income people.

### Continuation project:

Lyndon House Art Center Energy Conservation  
Public Facilities Goal C, CDBG Matrix Code: 570.201(c)  
CDBG Expended: \$53,000

- **Self-evaluation:** The ACC Leisure Services Department was allocated \$53,000 in FY2014 to replace the pneumatic HVAC controls in the Lyndon

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House Art Center. This is an energy conservation project for a community arts facility in a low income area of Athens-Clarke County. This project was completed and closed out in FY2015.

### **Economic Development and Neighborhood Revitalization Projects**

CBDO Activities *Not* subject to the 15% cap in Public Services

Athens-Clarke County's priority non-housing community developments eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table for Economic Development and Neighborhood Revitalization projects includes:

- Small Business Development Center: Business consultation
- East Athens Development Corporation micro-lending program
- East Athens Development Corporation micro-business consultation program



Athens-Clarke County uses CDBG funds to address economic development and neighborhood revitalization goals and partners with local Community Based Development Organizations (CBDO); East Athens Development Corporation (EADC) and the Hancock Community Development Corporation (HCDC). The EADC is the CBDO designated for neighborhood revitalization activities in East Athens. The HCDC is the CBDO designated for neighborhood revitalization activities in the Hancock Corridor. HCDC funding for neighborhood revitalization is focused on housing counseling activities for this fiscal year.

Neighborhood revitalization projects include activities of sufficient size and scope to have an impact on the decline of a geographic location. Services offered by EADC and HCDC are for the benefit of the residents of Census Tracts 301, 302, 6, and 9. The East Athens Neighborhood Revitalization Strategic Plan and the Hancock Corridor Strategic Plan are available upon request. These agencies recently updated their organizational plans.

Neighborhood Revitalization Strategic Plans were developed through grass-roots efforts, approved by the Mayor and Commission, and authorized by HUD at 24 CFR 570.205. This authorizes EADC and HCDC, as community-based development organizations (CBDO), to deliver public services using CDBG funds which are not subject to the 15% public service cap.

### **CBDO Activities Not Subject to the 15% cap in Public Services.**

#### **1. East Athens Development Corporation (EADC)**

**EADC - Career Job Skills Training and Counseling**  
CDBG Allocated: \$86,413  
CDBG Expended: \$86,413

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Economic Development Goal C  
Neighborhood Revitalization CBDO Activities Not Subject to the 15% cap.  
CDBG Matrix Code: 570.201(e)

EADC targets Athens-Clarke county low to moderate income residents located in East Athens Census Tracts 301 and 302. The program will benefit all residents in the specific service area, where at least 51% of the residents are LMI persons. EADC is a Community Based Development Organization (CBDO) whose mission and goal is to train, consult and provide resources to and for residents and businesses for job creation and affordable housing in East Athens.

- **Self-evaluation:** EADC will continue to help low to moderate income residents become more work and life ready. EADC will provide Career Readiness, Career Transition and Life classes for group coaching classes. These classes to encourage and inspire the unemployed and underemployed to obtain jobs that are in line with their core strengths. The training focused on group and individual exercises for the following: Resume Writing, Interview Preparation, Creating business and referral networks, Personal core Values and Skills, and Job search activities and job placement. EADC will also offer a Computer Skills training program. This program will assist low to moderate income residents of the East Athens community with computer keyboarding, software and language training courses. EADC projected serving 150 LMI residents with training programs. EADC expects to enroll 40 residents in the computer training programs. Sixty (60) LMI residents are projected to get full time or part time jobs (40 jobs for Job Readiness and 20 jobs for Job Readiness-Computer training). The project was completed by June 30, 2015.

EADC actually served 312 persons through workshops, groups and one on one sessions. EADC created/maintained 33 fulltime/part time jobs which includes 5 jobs from Computer literacy program. EADC partners include Monthly mobile lab for job training program, EACD to host Job Counseling workshop during food distribution, and volunteers from UGA School of Social Work.

2. **Goodwill of NE GA – GoodBIZ Microenterprise**  
CDBG Allocated: \$85,965  
CDBG Expended: \$73,855

Economic Development Goals A and B  
Neighborhood Revitalization CBDO Activities Not Subject to the 15% cap.  
CDBG Matrix Code: Microenterprise Assistance 570.201(o)

GoodBIZ is a 15 week small business training program that provides micro-enterprise training, business coaching and technical assistance to low to moderate residents of Athens-Clarke County. The program projected to create 32 jobs. CDBG assisted through the provision of training services to micro-enterprise business owners in Athens-Clarke County designed to assist them to stabilize and expand their business. The integrated curriculum of GoodBIZ includes comprehensive one on one business coaching, technical assistance, and business plan development/revision that helps micro-business owners grow and create new jobs. In addition, business owners will receive training in market research and analysis,

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technology, staffing and financial literacy.

- **Self-evaluation:** GoodBIZ is a micro-enterprise training program that projected to serve 40 individuals and create 32 jobs through micro-enterprise businesses. CDBG assisted through the provision of training services to micro-enterprise business owners in Athens-Clarke County designed to assist them to stabilize and expand their business. The integrated curriculum of GoodBIZ includes comprehensive one on one business coaching, technical assistance, and business plan development/revision that helps micro-business owners grow and create new jobs. In addition, business owners will receive training in market research and analysis, technology, staffing and financial literacy.

Goodwill of North Georgia assisted 20 business start-ups/jobs created. Goodwill served 39 persons of the projected 40 participants. All of the GoodBIZ participants were very low-to-low income. Aspiring entrepreneurs participated in classroom training utilizing two nationally accredited curriculums, *Operation JumpStart and NxLevel*. Existing business owners received one on one coaching services geared to help create/revise their business plans, gain insight into new trends, develop marketing strategies and sound fiscal management techniques in an effort to increase their bottom line. Goodwill of N. Georgia collaborated with Department of Labor and the Department of Family and Children Services for recruitment efforts and weekly information sessions. The project was completed by June 30, 2015.

### 3. **Athens Land Trust** – Agriculture-Based Micro-Enterprise Development

CDBG Allocated: \$72,758

CDBG Expended: \$72,753

Economic Development Goals A

CDBG Matrix Code: 570.201 (o) Microenterprise Assistance

The Farmers Market Vendor Development project supports micro-enterprise development and assistance to low to moderate income residents. Athens Land Trust (ALT) will utilize CDBG funds to support micro-enterprise assistance to residents interested in agriculture-based or value added food production businesses.

ALT planned to provide employment and entrepreneurial opportunities at the West Broad Market Garden in the Hancock Corridor, Business workshops, technical assistance, and coaching for up to 12 low-income business owners/vendors at the West Broad Farmers Market.

ALT projects to enroll 15 youth of Classic City High School in the Young Urban Farmer Development entrepreneurship program and provide 20 low to moderate-income micro-enterprise owners employment, technical assistance and entrepreneurial opportunities at the West Broad Market Garden. The program provides hands-on entrepreneurial and agricultural experience at the West Broad Market Garden. Other activities include micro-enterprise assistance to West Broad Market Garden and at the Williams Farm to develop additional need based infrastructure such as growing space, food trucks and community kitchens. The project was completed by June 30, 2015.

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- **Self-evaluation:** ALT provided vendor development classes and business coaching for vendors at the West Broad Farmers Market. Sixteen low to moderate-income vendors participated in vendor development coaching sessions.

ALT conducted 10 monthly workshops during FY15, known as “Grow Your Business, Part 3”, that covered topics such as branding, marketing, social media, bookkeeping and record keeping. ALT facilitated a weekly “Grow Your Business” workshops series, from Feb. 6, 2015, through March 28, 2015. Of the 15 workshop participants, seven people participated in at least 80% of the workshops. Topics for these workshops included marketing, social media, business financing, personal finances, sales pitches, and other topics.

ALT provided classes, coaching, and experience in entrepreneurship for at-risk youth from Classic City High School (ages 16-24) through the ongoing Young Urban Farmer Development Program at the West Broad Market Garden and Farmers Market. Seventeen high school students enrolled in the program. The Young Urban Farmer Development Program curriculum includes instruction on how to write a business plan, develop products, set up a business, advertise, and market products.

ALT projected to serve forty-seven persons (32 low to moderate micro enterprise business owners/vendors and 15 at risk youth). ALT served a total of 57 persons (15 micro enterprise business owners-vendor development, 15 micro-enterprise workshop participants and 17 Young Urban Farmer youth). In addition, ALT also conducted 30 formal one-on one vendor development coaching sessions. These one-one-one discussions covered topics ranging from strategic planning for small businesses, to effective marketing strategies, to product pricing, patent issues and other topics.

#### 4. **The Athens-Clarke Growth Fund** - Small business revolving loan fund

Economic Development Goals A, B, and C  
CDBG Matrix Code: 570.203(b)

The Athens-Clarke Growth Fund (ACGF) assists small businesses with locating or expanding in Athens. Loan funds are available at the prime rate of interest to businesses that commit to creating new jobs for area residents. The ACGF leverages financing from area banks and can fill the gap between opening and expansion costs and the amount of funds committed by a bank and business owner. While credit terms for the ACGF are similar to that of a bank, the ACGF will accept a second position on collateral behind the bank.

- **Self-evaluation:** HCD established the Athens-Clarke Growth Fund (ACGF) to assist small businesses with locating or expanding in Athens. Loan funds are available at or below the prime rate of interest to businesses that commit to creating new jobs for area residents. The ACGF leverages financing from area banks and can fill the gap between opening and expansion costs and the amount of funds committed by a bank and business owner. While credit terms for the ACGF are similar to that of a bank, the ACGF will accept a second position on collateral behind the bank. HCD operates the ACGF. There were

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no new loans made during the program year. Staff serviced existing loans and established a default recovery policy and procedure resulting in the close-out of one loan by recovering all past due payments and approving two defaulted loan work-out plans. HCD also recruited new ACGF loan review committee members.

### **Public Service Projects Subject to the 15% Cap**

The amount of CDBG funds used for public services shall not exceed 15 percent of each grant as defined in 24 CFR 570.201(e)(1).

Athens-Clarke County's Consolidated Plan for Public Services strengthens human resource capacity, expands access to human services, and ensures that services and programs are accessible to everyone.

The County's public services address a broad range of community needs. Fifteen percent of the CDBG allocation for the fiscal year was committed to nine projects that provide a variety of human services to Athens-Clarke County residents.

The largest allocation of public service funding supports housing counseling services that are available to all residents in ACC. Services include General Housing Counseling, Credit Counseling for Prospective Homeowners, Mortgage Counseling, Homebuyer Delinquency and Predatory Lending Counseling, Foreclosure Prevention Assistance, Reverse Mortgage Counseling, Home Maintenance and Financial Management for New Homeowners, Counseling Individuals and Families that are Homeless or at Risk of Becoming Homeless, Rental Housing Counseling, and Fair Housing Counseling. The majority of the remaining allocations provided direct medical services and job training. One agency will provide English as a Second Language (ESL) courses and another provided homeless prevention services.

The majority of the remaining allocations provide direct medical services and job training. One agency provided English as a Second Language (ESL) courses and another provided homeless prevention services.

### **Specific Public Service Projects Subject to the 15% Cap**

#### **1. Advantage Behavioral Systems - Employment Services**

CDBG Allocated: \$20,000

CDBG Expended: \$20,000

Public Service Goal: B

CDBG Matrix Code: 570.201 (e) Low Moderate Limited Clientele

Provide funding for a Community Employment Assistance Program to provide job readiness and employment assistance services to clients able to find and maintain employment. The Community Employment Assistance Program provides job readiness, employment assistance and job placement services in partnership with Vocational Rehabilitation, to homeless and at-risk individuals and families. ABHS planned to provide job readiness and employment assistance to 85 individuals seeking employment. Of those served, ABHS anticipated that 50% of individuals served would obtain employment within 3 months of program entry. 50% of those who find employment will maintain employment for at least

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6 months. Additionally, 30 individuals served would receive employment related financial assistance in order to assist them in finding and maintaining competitive employment. Program eligibility is county-wide.

The project was completed by June 30, 2015.

- **Self Evaluation:** The Community Employment Assistance Program got off to a slow start due to staff changes and little program oversight. Though the agency did not meet planned performance measures, CDBG assisted Advantage in serving 47 people; 47 of whom were homeless. 18 of the participants were female heads of households. All 47 suffered from a severe and persistent mental illness and were considered disabled. 24 of the program participants identified as Black or African American, and 23 participants identified as White. Of the 47 program participants, 29 obtained and maintained fulltime or parttime employment. As this program was not approved for FY16 CDBG funding, program staff prepared all active cases for transfer during the month of June to different supported employment services offered through Advantage Behavioral Health Systems.

2. **AIDS Athens** - Case management

CDBG Allocated: \$20,000

CDBG Expended: \$20,000

Public Service Goal A

CDBG Objective: 570.201 (e) Low Moderate Limited Clientele

Assist AIDS Athens' mentoring, tutoring and conflict resolution training for children of people with HIV/AIDS. The homeless youth outreach coordinator will partner with the Clarke County school district homeless youth liaison. The agency expects the homeless youth outreach coordinator to provide parenting skills training to 60 homeless people, 20 adults living with HIV, mentor 35 children of parents diagnosed with HIV/AIDS, and tutor 5 adult and teen GED takers. Program eligibility was county-wide. The project was completed by June 30, 2015.

- **Self Evaluation:** This year, AIDS Athens was able to serve 16 school aged children with grade and attendance monitoring, behavior referrals, and tutoring referrals, and 4 non-school aged children with developmental milestone monitoring. All of their non-school aged children made their developmental milestones, and parents were given resources and counseling to continue to monitor their children's development. Additionally, all clients participating in housing were able to develop and complete a case plan, identifying goals for their children in school and at home. The Family Advocacy Coordinator was also able to successfully advocate for children in the school system, and became part of the family team to ensure all children were successful in school. AIDS Athens strengthened their relationship with H.E.R.O's and were able to ensure 22 (71 children) families received Christmas gifts through their Holidays for H.E.R.O's program, and were connected to other H.E.R.O's services. This year AIDS Athens started their Kids' Reading Group, where volunteers would read to children while their parents attended groups. Through funding from the Junior League, AIDS Athens was able to purchase and provide books for up to 12 children each month to take home and read. Of the children participating in Reading Group,

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staff observed an increase in reading scores at the end of the school year. For school aged children served through this program, the end of the year saw steady progress toward improved grades and attendance, resulting in 11 children in Tier 1, one child in Tier 2, three children in Tier 3, and only 1 child in Tier 4. Of 16 school aged children in housing and remaining in the program at the end of the school year, 75% of all children were in Tier 1 or Tier 2, and only 25% of children remaining in higher tiers. At the end of the year, 62% of all school aged children in the program maintained their attendance goal of less than three absences per term. Of students not meeting their attendance goals, no child had more than 10 unexcused absences in the last term! By the end of the year, of the 10 elementary aged students receiving scores on reading, 60% had maintained or improved their reading scores, while 40% continued to read at or below standard reading levels. While this may seem like the children are not making progress, it has increased AIDS Athens ability to identify potential learning disorders and behavioral issues impacting learning, and provide appropriate referrals to address underlying issues. Children struggling with reading and behavior issues at school were referred to Social Empowerment Center and Pathways for intense services at the school and additional home visiting. One of the biggest accomplishments of this program was AIDS Athens' ability to monitor and see changes, and refer appropriately to increase each child's ability to learn and function in school. These referrals also helped improve, across the board, the number of behavioral issues happening at school. At the end of the school year, there were no behavioral issues reported, even for children who historically have had multiple disciplinary write-ups each term. Additionally, this program has helped parents navigate referrals and receive specialized services for their children where previously parents were tasked with identifying issues by themselves and finding appropriate services on their own. Lastly, the program's biggest accomplishment this year was that all of the children served graduated to their next grade, and parents have additional support to continue to help their children do well in school. Through this program, AIDS Athens served 45 individuals; 43 were HIV positive and 39 met the HUD definition of homeless. Additionally, it should be noted that AIDS Athens served 28 female headed households and 43 were considered disabled. Of those served, one identified as Asian, 33 identified as Black or African American, 22 identified as White of which 3 identified as Hispanic or Latino Ethnicity.

3. **Athens Area Homeless Shelter - Financial Literacy Training**

CDBG Allocated \$20,000

CDBG Expended: \$20,000

Public Service Goal B

CDBG Objective: 570.201 (e) Low Moderate Limited Clientele

Assist Athens Area Homeless Shelter's financial literacy program. Topics include budgeting, borrowing, and banking. Housing oriented case management is also provided. Classes are open to individuals from the shelter, The Ark, and Action Ministries. The agency planned to assist 85 homeless and/or impoverished individuals and families by helping 90% of participants increase their overall financial literacy and help 30% of participants open a checking and/or savings bank account. Thirty percent (30%) of participants will create a viable budget to sustain their living costs and 25% will enter into permanent housing while

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enrolled in the program. The in-kind support via the collaborating agencies [Athens Area Homeless Shelter (AAHS), The Ark United Ministry Outreach Center (Ark) and Action Ministries (AM)] includes case management and related services. Program eligibility was county-wide. The project was completed by June 30, 2014.

- **Self Evaluation:** The “All My Money” Financial Literacy Program assisted 371 people; 20 participated in over a dozen financial literacy classes and 46 families received one-on-one financial counseling and budgeting instruction. 90% of the program participants created viable family budgets, 87% opened bank accounts, and 94% of the homeless clients secured stable housing while enrolled in the financial literacy-training program.

4. **Athens Community Council on Aging**

CDBG Allocated: \$20,000

CDBG Expended: \$20,000

Public Services Goal A

CDBG Objective 570.201 ( c ) Low to Moderate Income Limited Clientele

The Center for Active Living (CAL) Plus provides supportive services to ACC’s senior population including case management, nutrition services, group exercise and recreation.

- **Self-Evaluation:** The ACCA was successful in the completion of this project through meeting all performance goals in its FY15 contract. The goal of enrolling 12 new clients into ACCA’s CAL was surpassed; 28 new older adults were admitted into the program for a grand total of 101 people served in FY15. The number of clients who were reported as food insecure on enrollment dropped and it was found that 90% of participants enrolled during FY15 rescreened as food secure after receiving CAL Plus services for 90 days. In addition, 95% of clients enrolled in FY15 reported that they have gained additional help with nutritional and other supportive services. When rescreened, 66% of enrolled clients reported an increase in their chronic disease self-management skills.

5. **Athens Latino Center for Education & Services (ALCES) - Literacy Training**

CDBG Allocated: \$20,000

CDBG Expended: \$20,000

Public Service Goal A

CDBG Objective: 570.201 (e) Low Moderate Limited Clientele

Assist ALCES meet the demand for GED classes and general literacy training.

Courses include English as a Second Language also known as English for Speakers of Other Languages (350 students in 2012), GED (1000 students total from the surrounding area with 250 students from Athens in 2012), and Computer Literacy (150 students in 2012), Spanish literacy (225 students in 2012), and CRCT preparation (25 students in 2012). Staff provides information and referrals to students for health care, employment, housing, and legal services, as well as direct support such as distributing meals to 1000 families per year. GED: ALCES plans to increase the number of students in GED preparation from 250 to 350 students with 50% expected to earn their GEDs. ALCES planned to increase the number of families served by their licensed counselors from 50 to

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100 families. Program eligibility was county-wide. The project was completed by June 30, 2014.

- **Self Evaluation:** The agency assisted 102 students in General Education Diploma (GED) classes and 36 in English as a Second Language classes. Of the students who enrolled in GED classes, most reported having low or extremely low incomes. Most participants are Hispanic or of Latino heritage and are participating in GED preparation classes seeking Deferred Action for Childhood Arrivals. This is a Presidential Executive Order that allows youth brought into the U.S. illegally before the age of 16 a means of deferring deportation action for two years, along with a chance at a work permit, a Social Security number, and a driver's license if the person is pursuing a diploma or its equivalent when they apply for Deferred Action. 100% of the ESOL students finished the program or were promoted to the next level. 50% of the GED Math students had passing test scores and 100% of the GED Science students had passing test scores.

6. **Athens Nurses Clinic - Health Services Navigator**

CDBG Allocated: \$20,000

CDBG Expended: \$20,000

Public Service Goal B

CDBG Objective: 570.201 (e) Low Moderate Limited Clientele

CDBG provides funding for a "Health Services Navigator" to inform indigent uninsured residents of services available at the Athens Nurses Clinic and assist them with getting benefits through the Affordable Care Act, Medicaid, and other federal/state programs. Clients are also provided with assistance applying for the Patient Medication Assistance Program. 324 people were provided with prescription medications. The clinic provided ACA and health coverage education to 403 people. The clinic served 707 people in FY15 with health navigation and prescription assistance. This exceeded their goal of serving 550 people. The project was successfully completed by June 30, 2015.

- **Self Evaluation:** ANC's Patient Navigation Program  
The ANC served 707 people in FY15, exceeding its stated goal of serving 550. With its Patient Assistance Program providing free prescription medications, 324 people were served. The clinic provided patient navigation and counseling to 403 people. The Athens Nurses Clinic is a family practice clinic; as such, there are certain medical issues for which the clinic makes appropriate referrals. In FY15, the Clinic coordinated and/or funded 148 referrals for vision screening, cardiology, diagnostic mammograms and dermatology care.

7. **Young Women's Christian Organization of Athens (YWCO)**

CDBG Allocated: \$20,000

CDBG Expended: \$20,000

Public Service Goal A

CDBG Objective: 570.201 (e) Low Moderate Limited Clientele

YWCO provide a summer camp program for girls age 6-14. In addition to sports and recreation, the girls participated in employability workshops presented by

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Goodwill and reading sessions. Spanish speaking girls also participated in projects to help them with their English language skills.

**Self Evaluation:**

The Girls Club program exceeded each of the three goals: 79% of the girls participated in the employability workshops surpassing the goal of having 65% of the girls participate, 181 Girls participated in the reading program exceeding their goal of having 100 girls participate, and 28 Spanish speaking girls participated in the program surpassing their goal of having 20 girls participate. s

8. **Housing Counseling** - ACTION, Inc.

CDBG Allocated: \$50,000

CDBG Expended: \$50,000

Public Service Goal B

CDBG Objective: 570.201 (e) Low Moderate Limited Clientele

Provide General Housing Counseling, Credit Counseling for Prospective Homeowners, Mortgage Counseling, Homebuyer Delinquency and Predatory Lending Counseling, Foreclosure Prevention Assistance, Reverse Mortgage Counseling, Home Maintenance and Financial Management for New Homeowners, Counseling Individuals and Families that are Homeless or at Risk of Becoming Homeless, Rental Housing Counseling for 210 clients. Program eligibility is county-wide. The project was completed by June 30, 2015.

- **Self Evaluation:** ACTION, Inc. provided housing counseling and education services to a total of 211 LMI clients with the following numbers served and significant outcomes/impacts achieved: 8 client received pre-purchase education and/or pre-purchase counseling which included predatory lending, mortgage terms and delinquency prevention education.

7 clients purchased a home and 1 client continues to receive long-term counseling. 1 client continues to receive long-term credit counseling services.

47 clients completed financial management skills training classes and or counseling services. 42 clients received one on one counseling to increase their knowledge of budgeting and sound financial record keeping.

10 clients completed home maintenance workshops and or counseling services. 10 clients received foreclosure prevention counseling. Of these, 4 clients brought their mortgages current; 1 refinanced their mortgage; 2 modified their mortgages, 1 received a repayment plan, and 2 continue to receive long-term counseling. 85 clients received rental counseling and/or rental education with 23 bringing their rent current avoiding eviction.

43 clients resolved issues in current housing bringing their utilities current. 8 clients received homeless counseling/assistance with 3 obtaining permanent housing, 4 received referrals to other agencies, and 1 continue to receive long-term counseling.

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Of those served, 3 identified as Asian, 149 identified as Black or African America, 39 identified as White (2 being of Hispanic or Latino Ethnicity), 20 identified as Multi-Racial (1 being of Hispanic or Latino Ethnicity).

### **Public Service Cap and Obligations**

**Grant Amount:** \$1,269,701

**Percentage:** 15%

**Regulatory Cap:** \$190,455

Seven agencies received CDBG Public Service funds during the July 1, 2014-June 30, 2015 program year. 1,582 residents received CDBG assisted public services. 69% of those served had extremely low incomes and 75% of those served were of African-American heritage. 421 of those receiving public services were female heads of households; 90 reported having a disability; and 198 were of Hispanic heritage.

ACC allocated \$185,000 for public service activities and expended \$185,000 and over 98% of those citizens served with CDBG public service funds had incomes considered as low to moderate through extremely low.

#### **Public Service Obligations**

Obligations	Unliquidated Obligations	Expenditures
\$185,000	\$0	\$190,455

Unliquidated Obligations: \$0

Total Public Service Expenditures: \$190,000 (14.96%)

Unspent CDBG Public Service funds are available for reprogramming to new activities based on the citizen participation plan. These figures do not include eligible public service funding associated with program income. See IDIS PR26 for details.

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## HOMELESS

### **Homeless Count:**

The annual homeless Point in Time count took place on January 28, 2015. There were fewer homeless people counted this year than last year. Last year there were 160 people in shelter and this year there were 123 people in shelter (23% fewer people). Last year there were 87 unsheltered people and this year there were 99 (13% more people).

Annually approximately 1,000 individuals pass through the continuum of care and are counted in the Homeless Management Information System.

In addition, The Clarke County School District Homeless Liaison, has annual case load of between 400-500 children in about 200 families who are living in doubled-up housing or motels.

### **Community strategies for reducing and ending homelessness:**

#### Prevention:

ACTION, Inc., Advantage Behavioral Health System, AIDS Athens, and Athens Area Homeless Shelter operate CDBG and ESG funded prevention programs to provide financial assistance and counseling.

#### Outreach to unsheltered homeless:

Advantage Behavioral Health System provides a day center with shower, laundry, and access to mental health and substance abuse clinical staff and case managers. Action Ministries and Sparrows Nest provide free daily breakfast and lunch with access volunteers and staff who make referrals to social service providers.

#### Rapid Rehousing:

Advantage Behavioral Health System, Athens Area Homeless Shelter, and AIDS Athens provide ESG funded rental assistance to quickly move individuals and families from shelter into permanent housing

#### Emergency Shelter:

Athens Area Homeless Shelter, Bigger Vision Winter Shelter, Interfaith Hospitality Network, and Salvation Army provide shelter funded with ESG and other funds.

#### Permanent Supportive Housing:

The Athens-Clarke County Continuum of Care provides 33 apartments for individuals and 5 apartments for families funded with Continuum of Care funds for chronically homeless people with mental health diagnoses and/or HIV/AIDS

#### Supportive Services:

Continuum of Care agencies provide a variety of services including food and clothing distribution, showers and laundry facilities, primary health care, and counseling for housing, employment, and crisis intervention.

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## NON-HOMELESS SPECIAL NEEDS

### **Specific Special Needs Objectives (91.215)**

Although the non-homeless special needs population is difficult to enumerate, it is estimated that 11,170 Athens-Clarke County residents are in need of some form of supportive housing. One of the outcomes of the Continuum of Care is to establish supportive housing for all sub-populations of the homeless community as a high priority need and important resource within this community. This includes the elderly, frail elderly, persons with mental and physical disabilities, persons with drug or alcohol addictions, persons with HIV/AIDS and persons living in public housing.

#### **Supportive Housing and Services for the Elderly & Frail Elderly**

Private-sector corporations have built a number of assisted living establishments to serve the nearly 10% of the population that is over 55 in the area. Currently, a majority of the assisted living establishments take private pay clients only and have spaces available. Homes, typically nursing homes, that serve the oldest and more debilitated elderly, however, are commonly filled to capacity. In addition to private residential developments, the Athens Housing Authority designated Denny Tower and Vine Circle for the exclusive use of the elderly. Currently, over 35% of the AHA units are occupied by elderly or near elderly residents.

Additional programs and strategies addressing the needs of the county's elderly and frail elderly population are centered in the Athens Community Council on Aging, which provides services including; outreach and counseling, Home Health Aides, Home Delivered Meals, Transportation, a Senior Center, a Retired Senior Volunteer Program, Senior Companions, Adult Day Care, Long Term Care Counseling, Senior Community Service Employment Program, and Community Education.

#### **Supportive Housing for People with Drug & Alcohol Addictions**

Advantage Behavioral Health Center currently operates several facilities throughout the Athens-Clarke County area which cater to men, women, and women with children suffering from drug and alcohol addictions.

#### **Supportive Housing for People with Mental Disabilities, Mental Retardation, and Severe Emotional Disabilities**

Mental Health Residential Services of Advantage Behavioral Health Systems (ABHS) provides various levels of support and assistance in locating, obtaining, and maintaining housing to people 18 years of age and older who have been diagnosed with a persistent and chronic mental illness. Referrals and placements in personal care homes are also available for those who cannot safely live independently or who require assistance with personal care. Other residential options are: transitional living for those who are moving from an institutional/hospital setting back into the community; long-term care for persons who choose to live independently but have an ongoing need for staff assistance; group living for individuals who require on-site support staff and who benefit from the social interaction of a roommate or peer; crisis stabilization/limited stay, limited to those who would otherwise be admitted to a psychiatric hospital; and partial hospitalization, which is an intensive day treatment program and focuses on symptom management as well as the enhancement of living skills.

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According to the Residential Services Coordinator, approximately 170 individuals from Clarke County are receiving residential assistance from their organization. They have seen a steady growth in the number of people who need service. The greatest area of need with respect to housing their clients is the availability of affordable rental properties. To obtain services from the Northeast Georgia Center, individuals must be able and willing to pay for the cost of the housing and room and board (or reimburse the program if funds are available on their behalf). The average client of the Center pays for housing with a fixed-income social security check, which is on average about \$500 a month. Finding housing even at 50 percent (\$250) of their monthly income is difficult in Athens where there is a large supply of high-end rental properties targeting the University student population and the median rent is \$389. Housing that is available in the price range that many of their clients can afford is often in unsafe, dilapidated areas. One way that the Center is working with this situation is housing individuals together in a roommate-type situation where possible. Another problem faced by the population is that individuals who have been convicted of crimes are prohibited from living in public housing, which might otherwise be a clean, safe, and ideal option for Northeast Georgia Center clients. Many individuals with mental illnesses do have criminal records, often for crimes such as vagrancy or breaking into an abandoned home for shelter. There is an apparent need for the community to increase the stock of affordable rental housing for persons with mental illnesses and disabilities.

### **Consumer Directed Community Support**

Georgia Options is a agency founded in 1991 that supports people with disabilities to live in their homes and have typical life experiences. The organization grew from a group of people with disabilities, families, and advocates who were concerned about the living options available to people with developmental disabilities in Georgia. Counties served include Clarke, Oconee, Walton, Elbert, Greene, Madison, Oglethorpe, Jackson, Morgan, and Barrow. Georgia Options supports those who choose to live in their own apartments, condominiums, or houses. Georgia Options funding comes from Medicaid waivers, state funding, and private contributions.

Multiple Choices is a private, not-for-profit, 501(c)(3) corporation. Since the people who best understand life with a disability are those who live the experience each day, the majority of the Board of Directors are people with disabilities. Multiple Choices is dedicated to empowering people of all ages and with all types of disabilities to select living arrangements and the supports needed in communities of their choice. Centers provide services that help people develop their individualized plan towards full involvement based on their unique goals, strengths, needs and interests. Multiple Choices offers Peer Support and Mentoring, Information and Referral, IL Skills Training, Individual and System Advocacy, Equipment Loans, Assistive Technology, and Home Modifications.

### **Specific HOPWA Objectives**

Athens-Clarke County government does not receive HOPWA directly. AIDS Athens is the regional HOPWA recipient. AIDS Athens received \$643,825 for 21 counties; 47% of their clients reside in Athens-Clarke. AIDS Athens served 452 total clients of which 213 are in Athens-Clarke County . HOPWA activities include facility based housing (emergency motel shelter vouchers, transitional housing), short term rent mortgage and utility assistance, tenant based rent assistance, shelter plus care support (Athens only) and supportive services.

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## OBSTACLES TO MEETING UNDERSERVED NEED

Obstacles to meeting underserved needs vary depending on the program, however, there are some commonalities jurisdiction-wide:

Lack of funding - Between increased construction/rehabilitation costs, decreased housing affordability, consistent population growth, and persistent poverty, there simply is not enough money to meet the varied needs of Athens' lowest income residents.

## LEVERAGING RESOURCES

The process for obtaining "other" public and private resources to address needs identified in the Annual Action Plan involved a variety of partners in community development. The partners include non-profit corporations, local government departments, and state and federal government agencies. HUD funding is the nucleus of publicly funded housing and community development activities in Athens-Clarke County. The Action Plan identified over eight million dollars in direct HUD funding and program income for Athens-Clarke County agencies.

There was also approximately **\$36,000,000** in funds derived from the State of Georgia, local funds, and private fund-raising efforts in the community that addressed goals in the Action Plan.

Community Partners leveraged over \$20 for every dollar in HUD Community Planning & Development dollar available to address goals in the Action Plan. (\$36,000,000 divided by \$1,739,915).

## MANAGING THE PROCESS

The Athens-Clarke County Department of Human & Economic Development (HCD) is responsible for administering the Housing & Urban Development funded Community Development Block Grant and HOME programs. HCD is the lead agency responsible for planning and implementing the Consolidated Plan. Major public and private agencies responsible for administering the consolidated plan include the Athens Housing Authority, East Athens Development Corporation, Hancock Community Development Corporation, Athens-Clarke Heritage Foundation, Athens Land Trust, Athens Area Habitat for Humanity, ACTION, Inc., and goodwill Industries.

### **Significant Aspects of the Planning Process**

The strategic planning process was based on the primary objective of Title I of the Housing and Community Development Act of 1974.

HCD developed a Community Stress Survey to prioritize community needs and with assistance from the Vision Committee, identified the greatest to least stressors within the community. In July 2011, HCD Department staff met with the Vision Committee to review and discuss those areas of funding need that are identified as follows:

- Affordable Housing Needs - Repair and Rehabilitation of Owner-occupied Houses
- Public Service Needs - Homeless Prevention Services
- Economic Development Need - Job Creation

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- Public Facilities & Improvements Need - Homeless Shelter Construction
  - Staff Identified Needs - HCD Revolving Loan Fund; Fair Housing Advocacy; and Leisure Services Public Facility & Improvement projects.

The Vision Committee's Community Stress Survey results identify stressors that in turn suggest areas of funding need that can be addressed with CDBG funding. Those needs identified by the Vision Committee through the Community Stress Survey were associated with one of the 12 goals in the strategic plan. There are

- 3 Affordable Housing Goals
- 3 Public Service Goals
- 3 Economic Development & Neighborhood Revitalization Goals; and
- 3 Public Facility Improvement Goals

During an August 9, 2011 Work Session with the Mayor and Commission, staff reviewed the annual process for identifying priority needs and goals, presented recommended Action Plan priority needs and goals, reviewed the proposed schedule of activities for the CDBG application and funding process.. Priority Goals for this Action Plan are listed in the Strategic Planning Goals and Objectives section of this CAPER.

#### **Actions to Enhance Coordination**

CDBG & HOME funded Homebuyer Programs in Athens-Clarke County are administered by the East Athens Development Corporation (EADC).

EADC is the primary provider of homebuyer programs in Athens-Clarke County. At the urging of HCD, EADC has developed partnerships for program components with other housing service providers in the community documented through official memoranda of agreements. Program partners include the Athens Housing Authority, the Athens Land Trust, and Athens Area Habitat for Humanity.

HCD has also created the Athens-Clarke County Affordable Housing Roundtable. The Athens-Clarke County Affordable Housing Roundtable is composed of the previously mentioned affordable housing providers, representatives from the mortgage and banking industry, and academics from the University of Georgia. The purpose of the Athens-Clarke County Affordable Housing Roundtable is to improve inter-agency collaboration and planning for the development of affordable housing.

HCD will also continue to provide financial and administrative support in the efforts of the Northeast Georgia Homeless Coalition. The coalition, a non-profit organization that coordinates agencies targeting the homeless population, conducts the annual count to help area shelters and soup kitchens determine the needs of the homeless population in Athens.

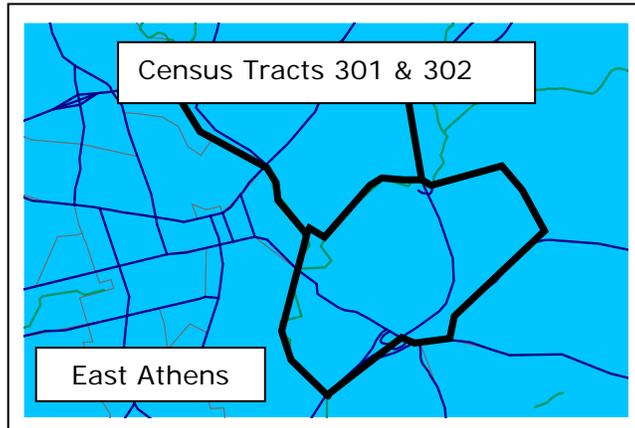
## **GEOGRAPHIC AREA SUMMARY**

The Unified Government of Athens-Clarke County is a consolidated form of government and is the only governing body within the jurisdiction. Athens-Clarke County, comprised of 125 square miles, is the smallest in land area of Georgia's 159 counties. It was the twenty-fifth county created in the state and is located approximately 65 miles NE of Atlanta, Georgia.

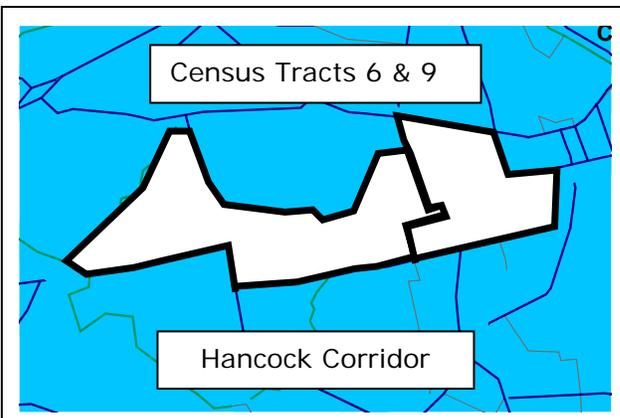
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## Neighborhood Revitalization Areas

The achievement of HCD's mission requires a focus on socially and economically distressed areas for revitalization. Revitalization involves a comprehensive effort of services and investment in specific neighborhoods in order to improve the social and economic conditions and ultimately re-create a viable community. ACC has focused on 2 areas for revitalization: East Athens and the Hancock



Corridor. East Athens is identified as Census Tracts 301 and 302. Census Tracts 301 and 302 have 7,795 residents. 78% of the residents were considered to be of low or moderate incomes and over 78% are reported as minorities. Census Tracts 6 and 9, the Hancock Corridor, have 5,695 residents and approximately 60% are reported as minority. When the percentage is averaged between the two census tracts over 86% of the residents of Census Tracts 6 and 9 have low to moderate incomes.



The 2000 Census reports the MFI in Census Tract 6 at \$21,731, 52% of the MFI for Athens-Clarke County, and the MFI for Census Tract 9 at \$13,708, or approximately 33% of the MFI for Athens-Clarke County. Of the 1,148 housing units in Census Tract 6, over 85% are renter occupied. There are 1,561 housing units in Census Tract 9 of which 79% are renter occupied.

These Census Tracts have large public housing complexes and

significant concentrations of low income residents. Many of the homes are older and a large percentage of the residents are renters. Each Census Tract is considered to be low or moderate income since 70% or more of its residents earn low to moderate incomes. It is for these reasons that Census Tracts 301, 302, 6, and 9 have been designated as focus areas for CDBG and HOME investments.

Along with the establishment of neighborhood revitalization areas, HCD has worked to create non-profit community-based development organizations such as the East Athens Development Corporation (EADC) where institutional gaps existed. Athens-Clarke County is also working with the Hancock Community Development Corporation to increase their capacity to deliver programs and manage projects as a community-based development organization. The Athens Housing Authority and the Athens Land Trust are also developing new owner-occupied housing opportunities focusing on these neighborhood revitalization areas. These approaches, along with the goals identified in the Strategic Plan, are designed to reduce the number of families living in poverty and increase homeownership in Athens-Clarke County.

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In general, the lowest income households are found in and around the central business district in the four census tracts that have been the foci of Athens-Clarke County's CDBG and HOME housing and community development activities.

CDBG and HOME funds will be used to deliver housing and community development services on a county-wide basis with priority given for projects located in neighborhood revitalization areas.

## BASIS FOR ALLOCATING INVESTMENTS

According to federal regulations, 70% of CDBG funds must benefit residents with low to moderate incomes (less than 80% of the median income for the county). Historically, nearly 100% of ACC's CDBG & HOME funds directly benefit low to moderate income residents.

## INSTITUTIONAL STRUCTURE

The institutional structure, including private industry, nonprofit organizations, and public institutions, through which the jurisdiction carries out its housing and community development plan, including an assessment of the strengths and gaps in that delivery system follow.

### **Human and Community Development Department**

The Athens-Clarke County Housing and Community Development Department (HCD) is responsible for identifying problems and needs that exist in the community and for identifying and securing resources needed to effectively address these problems and needs. The department encourages efforts to enable, empower, and involve the disadvantaged; address the causes of crime; work to enhance the quality of life of all citizens; and to help ensure that the unified government will be responsive to the needs of all citizens. HCD consists of a director and ten staff members that support the mission to provide affordable housing, economic opportunities, and a suitable living environment. HCD contracts with various non-profit and faith-based organizations to carry out their mission. HCD also contracts with private businesses for the development and creation of jobs and for housing construction, rehabilitation, and repairs. Contracts for the delivery of housing and community development services are performance based and adhere to HUD regulatory guidelines. Partner agencies within the institutional structure include:

### **East Athens Development Corp. (EADC), Inc.**

EADC is a 501 (c) (3) Community Based Development Organization, established in 1993 to revitalize East Athens. EADC provides community based micro-enterprise training and support, and job development and affordable housing services. EADC is a HUD Certified Housing Counseling Agency and a Community Housing Development Organization (CHDO). Housing programs include: Home Buyers Club, housing counseling, housing rehabilitation, owner occupied rehab, down payment assistance, ADA accessibility, and new construction.

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### **Hancock Community Development Corporation (HCDC)**

HCDC is a 501 (c) (3) Community Based Development Organization, established in 1999 to revitalize parts of the Hancock Corridor. HCDC provides affordable housing services and is seeking HUD Certified Housing Counseling Agency status.

### **Athens Housing Authority**

The Athens Housing Authority (AHA) provides secure, affordable, quality housing, and resources which encourage and sustain independence for wage earners, the elderly, and their families. The Athens Housing Authority manages and administers 1,255 units of public housing in the community. In addition, AHA is involved in a number of local affordable housing initiatives. Their experience in housing finance and construction enhances and augments housing options for all residents of Athens.

### **ACTION, Inc.**

ACTION offers emergency repair for elderly or disabled home owners, heating assistance, weatherization, and the Full Plate food program. Unfortunately the agency no longer operates the Head Start program due to fiscal and organizational problems.

### **Athens-Clarke Heritage Foundation**

The Athens-Clarke Heritage Foundation seeks to preserve the architectural, historical and cultural heritage of the community through workshops, lectures, exhibits and tours. The Heritage Foundation also manages the annual Hands on Athens event.

### **Athens Land Trust**

Athens Land Trust (ALT) is a private, non-profit 501(c)(3) corporation established in 1994 with the dual goals of land preservation and affordable, energy efficient housing. ALT is a recognized CHDO operating in Athens-Clarke County. Their CHDO activities include acquisition and rehabilitation of single-family housing.

### **AIDS Athens**

AIDS Athens is a non-profit organization that helps meet the needs of those infected with HIV/AIDS. Clients are provided with rental assistance, and other supportive services such as mental health, rehabilitation, education, and vocational rehabilitation.

### **Athens Area Homeless Shelter**

The focus of the Athens Area Homeless Shelter (AAHS) is to provide a transitional facility for homeless women and their children. The program which goes by the name "Almost Home" furnishes long term residential support to women and children who are open to the life changes necessary for healthy self sufficiency. "Almost Home" represents a holistic approach to addressing the disaster and quagmire of homelessness and hopelessness in people's lives. "Almost Home" offers shelter, food, childcare, counseling, training, transportation, and resettlement help. The AAHS also administers the Job TREC program and the Nancy Travis House programs. The Job TREC program offers job readiness, case management, and follow up services to hundreds of people locally. The Nancy Travis House program provides a voucher-based child care service for homeless parents.

### **Athens Neighborhood Health Center**

Athens Neighborhood Health Center offers outpatient health care services to anyone, regardless of ability to pay, and provides primary health care for children, adults and

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the elderly, including family planning, diabetes treatment, and some laboratory services.

#### **Athens Nurses Clinic**

Athens Nurses' Clinic provides free health care services to homeless and low income individuals and families in need of assistance. They offer free blood pressure checks and blood sugar monitoring, STD and HIV testing and dental services for homeless clients.

#### **Athens-Oconee CASA**

CASA (Court Appointed Special Advocates) provides trained volunteer advocates for abused and neglected children who protect the best interests of the child in seeking the most appropriate, safe, stable, and permanent placement for the child.

#### **Advantage Homeless Day Service Center**

The Homeless Day Service Center, operated by Advantage Behavioral Health Services, offers intensive case management services and housing resettlement assistance to homeless people in Athens-Clarke County. The center is located in an accessible location on Peter Street where clients can also receive mail and use the telephone and have access to showers and laundry appliances.

#### **Georgia Options**

Georgia Options supports people with disabilities to live in their homes and have typical life experiences. Georgia Options funding comes from Medicaid waivers, state funding, and private contributions.

#### **Interfaith Hospitality Network**

Interfaith Hospitality Network serves homeless families by mobilizing religious communities to provide shelter and meals, by working with families to overcome barriers to self-sufficiency, and by raising awareness of social justice issues.

#### **Project Safe**

Project Safe is a local, non-profit organization that provides a safe Shelter, a 24-hour Hotline, Referrals and Support Groups for women, and their children, who are victims of domestic violence.

#### **Other citizen-based groups**

There are other citizen-based groups in addition to CDBG and HOME funded agencies that contribute to improved quality of life in ACC and a better environment for business expansion and more jobs. These include the Athens Grow Green Coalition, the Upper Oconee Watershed Network, BikeAthens (which provides free bikes, training and riding gear to people without transportation), the Oconee River Land Trust, the Oconee Rivers Greenway Commission, the Sandy Creek Nature Center, Inc., CleanAirAthens, the Northeast Georgia Children's Environmental Health Coalition, the ACC Community Tree Council, and others. Some of these are advocacy groups that have a direct or indirect influence on public policy and the regulation of private industry. Their impact on the standard of living in Athens-Clarke County should not be underestimated.

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## STRENGTHS AND GAPS IN THE SERVICE DELIVERY SYSTEM

State agencies, the local government, nonprofit organizations, businesses, financial institutions, and other organizations help carry out numerous housing and community development policies and programs in Athens-Clarke County (ACC). Athens-Clarke County faces the kinds of poverty issues common to many metropolitan communities. Even when the University's student population is taken into consideration, symptoms common to persistent poverty are stark. For example, Athens has one of the highest poverty rates in the state; it is a "housing stress" community; both its high school drop-out rate and the rate of teen pregnancy are problematic; and it ranks near the bottom on several key indicators of community wellbeing including child and elder poverty.

The Mayor of the Unified Government of Athens-Clarke, the President of the Athens Area Chamber of Commerce, the Clarke County Superintendent of Education, the Director of the Family Connection Partnership, and the Director of Community Relations for the University of Georgia established a cross-cultural, grass roots committee of over 300 citizens that is supporting and developing a plan for continuous improvement, clear and honest communication, and collaborative partnering between all community interests and institutions. Superior Court Judge Steve Jones served as the chair of the steering committee. The work of the initiative is being conducted by a steering committee jointly appointed by six conveners. The Steering Committee is worked with citizens of the community to identify the most pressing problems and challenges to develop collaborative strategies for addressing them. This Steering Committee is called "Partners for a Prosperous Athens," and utilizes the expertise of a Community Resource Team made up of interested community service organizations. The University of Georgia's Fanning Institute provided facilitation and staff support.

### **Strengths**

In reference to the strengths and gaps in the service delivery system, one of the greatest strength is the experience of the staff of the Human & Economic Development Department and that of the major partners who administer the Consolidated Plan programs.

The community's capacity to build more affordable housing units has increased significantly over the last few years. The Athens Housing Authority, Athens Area Habitat for Humanity, and the Athens Land Trust have competent and responsible staffs to carry out the necessary details of the affordable housing programs. In addition, the Athens Housing Authority can issue tax-exempt housing revenue bonds. Their ability to finance tax exempt revenue bonds has aided the development of other affordable housing in the community.

ACTION, Inc. has improved their capacity to repair more homes through the emergency repair program for elderly or disabled homeowners and the Athens-Clarke Heritage Foundation is serving more families through the historic preservation program "Hands on Athens".

The Clarke County School District Early Head Start and Head Start program now provides early educational and developmentally appropriate activities for children in Athens-Clarke County. The Office of Early Learning works closely with Little Ones Academy to provide high quality center-based early learning and care to Early Head

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Start and Head Start children, and provides child development instruction to families in a home-based environment. Early Head Start and Head Start staff members receive special training in the area of child development, early childhood education, health, nutrition, and program evaluation. Family Engagement Specialists are also available to support families and link them with community resources.

Other institutional strengths include the ability to layer different sources of subsidy to maximize eligible activities associated with the construction of affordable housing such as was accomplished with the construction of Fourth Street Village. The combination of local resources, and federal and state funds, or the layering of HOME dollars and Low Income Housing Tax Credits, are examples of this strength.

### **Gaps**

The largest gap thus far has been the lack of flexible financial resources to carry out each program to address the levels of need in various community development programming in Athens-Clarke County. According to Doug Bachtel, UGA professor of housing and consumer economics and a demographics expert, vital statistics information shows that from 1994 to 2003, 42.5 percent of births in Athens-Clarke County were to unwed mothers. Closer inspection reveals 23.8 percent of all births to white women, and a staggering 75.4 percent of births to minority women, were to unwed mothers. This translates to low levels of educational attainment, high dropout rates, poor educational outcomes (SAT scores), low income, high unemployment rates, intergenerational poverty, and poor health which form the core of the housing and community development needs in Athens-Clarke County.

The southeastern United States has traditionally had high rates of counties in poverty. In fall 2001 the University of Georgia secured federal funds to study the need and potential support for a federal commission in areas of the historic cotton-growing region of the Southeast. A study was commissioned and a region of persistent poverty in 242 counties has been identified in Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, and Virginia. Athens-Clarke County is one of those counties that has exhibited persistent poverty rates higher than the national average over the course of thirty years.

Along with the other 241 counties, Athens-Clarke County has a lower output of goods and services, is more dependent on low wage manufacturing, and our citizens are more dependent on government and dividends for household income and their household income is lower than counties not considered a part of this region of persistent poverty.

So for these reasons, even though there is a strong continuum of housing and community development services available through several mature non-profit organizations and faith-based groups, Athens-Clarke County has gaps in service delivery due to the scale of need by our lowest income residents.

The community has come together through Partners For A Prosperous Athens (PPA) to develop comprehensive strategies to address poverty in ACC. Ten initiatives were identified that will have a long-term, high impact on reducing poverty.

A successor organization called OneAthens was incorporated to align the strategic planning processes of the co-conveners so that funding can address the most important community needs.

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Actions are proposed that challenge our community to end the status quo and think in new ways to create a future without persistent poverty. The initiatives represent an opportunity to break the cycle of poverty. The initiatives to fill local gaps include:

- The formation of a regional economic development organization to proactively market the region to prospects interested in bringing new industry to the region and to encourage the retention and expansion of existing businesses
- Provide every child ages 0-5 years with access to a quality school-readiness program
- Create new public education models that reflect extensive community involvement, shared governance, and new partnerships to meet the diverse needs of our children and communities
- Create a state-of-the-art career training center, for youth and adults
- Provide a single place where families can access education, healthcare, social services, and job training resources
- Increase coverage and accessibility of public transportation in Athens and the surrounding region.
- Develop a comprehensive housing strategy to address the housing needs of the entire Athens community.
- Create a health foundation to support comprehensive delivery of primary and specialty health services for those living in poverty and near poverty.
- Reduce the teen pregnancy rate by providing comprehensive teen pregnancy prevention programs at schools, in places of worship, and in neighborhoods.

### **Strengths and Gaps in the Delivery System for Public Housing**

The number of available public housing units in Athens-Clarke County as of 2006 was 1,242. This public housing stock is comprised of 89 efficiency apartments, 339 one-bedroom units, 349 two-bedroom units, 293 three-bedroom units, 136 four-bedroom units, 31 five-bedroom units, and 5 six-bedroom units.

In April 2003 the Athens Housing Authority sold 28 units of Parkview Extension to the University of Georgia. The Athens Housing Authority will be utilizing its net proceeds from the sale of these units to further the cause of affordable housing in Athens by constructing or acquiring affordable housing units. These units shall be constructed for extremely low income, very low-income, low-income, and /or moderate-income people in Athens. If possible, the AHA (either by themselves or in conjunction with private and/or non-profit partners) will leverage this funding to create the maximum number of units possible – perhaps into the hundreds of new affordable housing units.

In January 2003, the Authority's new Central Office located at 300 South Rocksprings Street was completed. This move has enabled the Authority to enhance its operations by housing all of its departments under one roof for the first time in many years. In addition, it allowed the AHA to return four dwelling units previously utilized for office space to the rent rolls for occupancy by limited income families. Finally, the Athens Housing Authority is the first public housing authority in the nation to successfully secure a private mortgage to pay for the construction of this new facility. The mortgage provides the AHA the ability to return Capital Fund Program monies, initially utilized for the construction, back into the Authority's housing modernization program keeping apartment renovation schedules on target.

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The Authority submitted a disposition application to HUD to donate four dwelling units, and associated property, in the Nellie B Apartments (the East Athens Neighborhood Revitalization area) to the Athens-Clarke County Unified Government for the East Athens Police Substation Project. The substation is manned twenty-four hours per day with a total staff of thirty officers. This collaboration benefits ACC by allowing much shorter response times in this part of the community. The Authority benefits by having a constant police presence in the Nellie B community.

In addition, recognizing the unique lifestyle needs of both the elderly and disabled, the AHA was approved by HUD to designate 115 units comprising the entire Denney Tower high-rise and 25 units of Jack R. Wells known as Vine Circle for the elderly only. Within the same application, the AHA also requested the designation of 30 units located in various neighborhoods for the disabled.

Utilizing its power to issue tax-exempt bonds, the Athens Housing Authority is partnering with owners of private sector, subsidized housing to improve their housing stock and stabilize neighborhoods. Currently the AHA is engaged in the issuance of two additional tax-exempt bond programs, which should come to fruition in the next year. These would finance the construction of two new Low Income Housing Tax Credit properties. Athens Housing Authority tax-exempt housing revenue bonds has aided the development of other affordable housing in the community including the renovation of the historic Georgian Hotel in downtown Athens; the renovation of Bethel Church Homes, a significant downtown apartment complex; the development of Oak Hill, an apartment complex designed for working families; and, the development of four residence halls, dining hall, and parking deck at the University of Georgia.

The Athens Housing Authority announced plans to redevelop Pauldoe in 2013. AHA is working with Columbia Residential, a private developer, and demolished the complex's 120 units with plans to replace them with a \$40 million to \$50 million, 300- to 375-unit upscale development where public housing tenants — often the poorest of the poor — will mingle with working- and middle-class residents.

**Organizational relationship between ACC and the Athens Housing Authority:**

The Athens Housing Authority (AHA) has a six-member board. The Athens-Clarke County Mayor appoints AHA Board members. Five of the Commissioners serve five-year, rotating terms. The Resident Commissioner is appointed annually.

## PROGRAM MONITORING

All Athens-Clarke County sub-recipient agencies are monitored annually to provide technical assistance and ensure compliance with CDBG and HOME regulations. Agencies are also provided with on-going technical assistance as well as opportunities to attend work-shops regarding issues such as procurement and contracting.

Each CDBG and HOME funded agency is provided technical assistance throughout the year and each project is monitored for compliance documentation at least once during the program year. In addition, sub-recipient agencies are required to submit monthly progress reports to help HCD identify programs or projects that may need adjustments or changes during the program year. Outputs and outcomes are tracked and budgets are monitored to aid in overall program analysis. HCD staff,

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along with CDBG and HOME funded agencies, work to ensure that the programs identified in the Action Plan are successfully implemented in a timely manner.

### **CHDO Monitoring Procedure**

All Community Housing Development Organizations (CHDO) are monitored on an annual basis by HCD to ensure that the organization has the legal status and organizational structure to maintain CHDO status. Included in this monitoring will be an evaluation of the CHDO's performance including, but not limited to, completion of funded projects, staffing levels, financial resources, board composition, record-keeping and compliance.

## **LEAD-BASED PAINT**

During the last program year, Athens-Clarke County coordinated efforts for lead paint identification and abatement with other local agencies including the Athens Housing Authority, Athens Land Trust, and EADC, Inc. The primary focus of the housing activity in Athens-Clarke County is in the Neighborhood Revitalization Area Census Tracts 6, 9, 301 and 302. According to HCD policy and procedure, all existing properties to be rehabilitated under HCD programs and built prior to 1978, a survey of Lead-based Paint must be included in the environmental study. The investigation must be completed according to EPA and HUD guidelines on properties that fall under the requirements of these agencies. If such materials exist on the properties the Qualified Environmental Professional must include recommendations for the management or abatement of these materials according to all EPA and HUD guidelines.

The Emergency Repair Program operated by Action, Inc. utilizes the criteria for exemption under Subpart B, 35.1115(a)(9), Emergency Repair, in that all the repairs to qualified owner occupied units are restricted to only those hazards that pose "an imminent danger to human life, health or safety or to protect the property from further structural damage". All recipients of assistance are low income and over 62 years of age. In addition, all repairs are limited to less than \$5,000, which is below the minimum threshold for LBP interim controls.

All repairs presume the existence of lead based paint, implement safe work practices, and require a clearance examination of the worksite in accordance with 35.1340 unless said rehabilitation did not disturb a painted surface. No units are repaired under these exemptions where a child under the age of 6 years is expected to reside in the dwelling. Other units that were repaired were exempt under the provisions of Subpart B §35.115(a)(8) Non-Disturbance of a Painted Surface.

Of the 42,126 housing units in the County, nearly 11% were built prior to 1980 that means these units carry a risk of lead hazard. Prior to initiating housing activities involving CDBG and HOME funds, an assessment of the home is done to determine the presence and/or level of lead-based and work write-ups prepared to reflect this assessment. Housing providers such as Athens Housing Authority, East Athens Development Corporation, Athens Land Trust, and ACTION incorporate Interim Controls and Safe Work Practices are followed on each project in order to reduce human exposure to lead-based paint hazards.

## SUMMARY OF ASSISTED HOUSING

There are seven assisted housing developments in Athens-Clarke County identified in the following table.

Property Name	Address	Rent Range	Bedrooms	Units
Athens Gardens Apartments	135 Coleridge Court	\$450-\$610	64 -2 bedrooms 12 - 3 bedrooms	100
Bethel Midtown Village	155 Hickman D	\$600	30 -1 bedroom 85 - 2 bedrooms 75 - 3 bedrooms	190
Booker	147 Booker Street	\$450-\$610	1 - 2 bedrooms 1 - 3 bedrooms	100
Clarke Gardens Apartments	110 Carriage Court	\$450-\$610	56 -2 bedrooms 20 - 3 bedrooms	100
Dogwood Park	198 Old Hull Rd.	\$155-\$525	68 -2 bedrooms 52 - 3 bedrooms	127
Knollwood Manor Apartments	205 Old Hull RD	\$503-\$553	32 -2 bedrooms 32 - 3 bedrooms	64
Oak Hill Apartments	105 Oak Hill Dr.	\$499-\$574	22 -2 bedrooms	23
Fourth Street Village	690 Fourth Street	\$237-\$780	20 - 1 bedrooms 70 - 2 bedrooms 30 - 3 bedrooms	120

ACC has approximately 7,600 households with 3 or more persons. This translates to 29,257 renters or 56% of the total rental population that requires a unit with 3 or more bedrooms. The average poverty rate in ACC is 28% that translates to 2,128 households in ACC that may need rental assistance. There are over 1,200 units owned by the Athens Housing Authority. There are 360 2 and 3-bedroom units identified as assisted in the table above. This leaves a gap of 568 units to be covered by the Georgia Department of Community Affairs provision of rental subsidies to over 600 ACC residents through the Section 8 program. In addition ACC is assisting with HOME funds in the construction of the Fourth Street Village development that will be a 120-unit mixed-income, multi-family community consisting of one, two and three bedroom units. The development will target families with incomes between 30% Area Median Income (AMI) to 60% AMI. Market Rate units will also be available. Rents will range from \$205/month (30% AMI – 1 bedroom) to \$805/month (Market Rate – 1 bedroom).

ACC Median Family Income (MFI) is about 15% lower than the State of Georgia. ACC Fair Market Rent on average is about 22% lower than the State rents. When compared to other Georgia cities, the Fair Market Rent in Athens is less than that in Macon and more than in Albany and Savannah. Income and wage requirements to afford an apartment or home mortgage is about 20% less on average in ACC when

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compared to the State of Georgia. An affordable 2-bedroom unit at Fair Market Rents in ACC requires an annual income of \$21,760.00 with an equivalent hourly wage of \$10.46 at 40 hours per week. Fair Market Rent for a 2-bedroom unit is \$544, for 3-bedroom unit it is \$743, and for a 4-bedroom unit it is \$895. Based upon Census 2000 Economic data about 19% of ACC families earning \$50,000.00 to \$74,999.00 earn at least the 2002 median area income for ACC. Approximately 5,787 or 29% of ACC families fall below the income threshold to own or rent beyond a 2 bedroom home. Without these developments there would be a much smaller range of housing opportunities for lower-income households in Athens-Clarke County. These units are either newly constructed or have recently been renovated and there are no plans to close or discontinue service to families.

## CERTIFICATION OF CONSISTENCY

The department approved certifications of consistency with the Consolidated Plan for the Athens Area Homeless Shelter, Advantage Behavioral Health Systems, Salvation Army, Interfaith Hospitality Network, , AIDS Athens, , and Athens Housing Authority's Consolidated Plan.

## CITIZEN PARTICIPATION AND COMMENTS

HCD uses a variety of methods to involve citizens in the decision-making process for the Consolidated Plan. The purpose is to encourage citizen participation, with particular emphasis on participation by persons of low and moderate income and residents of slum and blighted areas and areas in which community development funds are proposed to be used. All aspects of citizen participation are conducted in an open manner and every reasonable effort is made to include low and moderate income persons, minorities, the elderly, handicapped, project area residents, and civic groups. Citizens are provided with timely and adequate information, as well as technical assistance and are encouraged to express their views and submit proposals eligible for community development funds. Notice of all public hearings are published as a retail ad in the nonlegal section of the newspaper of general circulation (in this case, the Athens Banner-Herald) approximately 10 days prior to the time of any public hearing and includes time, date, location, amount of funding, and the topics to be discussed at the public hearings. Special effort is made to include participation by minority groups including African-Americans and those of Hispanic origin. The proposed Consolidated Plan and Annual Action Plans are posted on the ACC website in advance of all meetings associated with CDBG and HOME funding. Announcements are also made on ACCTV, the government cable channel. The department also uses radio advertising, direct out reach, and other techniques for special events and programs.

HCD seeks citizen comments at public meetings and hearings regarding all aspects of the development of this Consolidated Plan. Comments received during the 14 day review period for the CAPER will be included in the final report to HUD and the community.

### **Citizen Participation Process Summary Annual Action Plan 5**

- July 8-26, 2013 - Vision Committee Community Stress Survey

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- October 27, 2013 – CDBG Request for Applications advertisement
  - November 11, 2013 - CDBG Request for Applications meeting (Satula Training Room)
  - November 12, 2013 - Manager/Mayor and Commission Work Session
  - December 10, 2013 - Manager/Mayor and Commission Work Session
  - Progress report & reprogramming recommendations presentation
  - January 7 and 14, 2014 - Vision Committee meetings
  - February 11, 2014 - Mayor and Commission Work Session
  - March 20, 2014 - Mayor and Commission Agenda Setting Session
  - April 1, 2014 - Mayor and Commission Voting Session
  - April 11, 2014 - 30 day public review period
  - HUD May 15, 2014 – Action Plan submitted to HUD

HCD surveyed the Vision Committee to establish Action Priorities for the year in July 2013. HCD hosted a CDBG application workshop for the Annual Action Plan on November 11, 2013 where non-profit agencies, faith-based organizations, and business representatives were in attendance to learn how they may access these federal funds for the provision of housing and economic development activities to benefit low to moderate income people in Athens. At the workshop HCD staff provided technical assistance to local applicants in planning projects and proposals that were due on December 13, 2013. The department received dozens of proposals requesting over \$2,000,000 in CDBG funding. The proposed Consolidated Plan and Annual Action Plan was made available for review and consultation at several locations in Athens-Clarke County and for neighboring jurisdictions at the NE GA Regional Development Center.

HCD staff reviewed, rated, and ranked each application. Those rankings were presented to the Vision Committee for their input and advice on January 7 and 14 2014. On February 11, 2014 staff presented CDBG funding recommendations to the Mayor and Commission at the Manager's work session.

#### **Action Plan Public Review Period and Public Hearing**

An advertisement notifying the public of the Public Review Period and Public Hearing was published in the [Athens Banner Herald](#). All proposed CDBG and HOME funded projects were identified in the advertisement. The final Public hearing was held at the regularly scheduled Commission meeting on April 1, 2014 where the A-CC Mayor and Commission formally approved the CDBG and HOME Action Plan for July 1, 2014 – June 30, 2015. Action Plan was available for public review and comment on April 11, 2014 at the following locations:

A-CC Housing and Community Development Department  
A-CC Mayor's Office and Manager's Office  
A-CC Regional Library

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Athens Housing Authority  
Northeast Georgia Regional Development Center (RDC)  
East Athens Development Corporation  
Hancock Community Development Corporation

During the review periods, HCD accepted written comments via mail, fax, letter, or phone. The Proposed Consolidated Plan (Annual Action Plan) was also available on disk for citizens to check out and review; and free copies of the proposed plan were available upon request.

The department received no comments.

### **Consolidated Annual Performance and Evaluation Report**

HCD also notified the public that this document, the Consolidated Annual Performance and Evaluation Report (CAPER), was available for public review in an advertisement stating the CAPER provides information on how the Unified Government of Athens-Clarke County used Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) entitlement funds received for fiscal year July 1, 2014 – June 30, 2015. The ad, which ran on Sunday, September 13, 2015, explained that the CAPER contains a concise description of the activities for which CDBG and HOME funds were budgeted and expended during the fiscal year; that the beneficiaries of the activities, as well as, information on the funded agencies' accomplishments, are included in the CAPER. The ad also noted that each location is accessible to people with disabilities.

The ad stated that the CAPER for Athens-Clarke County would be available for public review at a variety of locations from September 14 through September 29, 2015 and that HCD accepts written public comments until 5:00 pm, September 30, 2015. HCD accepts written comments during the review periods at HCD via mail, fax, letter, or phone. The CAPER was also available in digital format and free copies of all HUD related reports are available upon request. Copies of all related citizen participation announcements are in the Appendix of this document.

### **Citizen Comment**

The department received no comments during the review period.

### **CDBG AND HOME Performance Measures System**

- **Self-Evaluation:** HCD requires applicant agencies to identify performance measures early on in the funding decision-making process. The department offers a pre-application workshop specifically to assist agencies in developing clear performance measures that will be included in the CDBG or HOME application for funding. Clearly identified performance measures are a requirement and applicants that do not have specific performance measures are rated very low in the application process. Performance measures are directly linked to goals in the Consolidated Plan. Quantified objectives to address Consolidated Plan Goals are identified in the Annual Action Plans and include specific performance measures.

HCD has administered a performance measurement system since 1999. HCD's performance measurement system is based on the "*Program Outcome Model*," which demonstrates the relationship between goals, inputs, activities, outputs,

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and outcomes. The system has been improved as reporting forms were developed and reporting procedures tightened.

The performance measurement system includes long-term (multi-year) goals identified in the Consolidated Plan and objectives identified in the Annual Action Plans. Inputs such as CDBG and HOME funding and expenditures are reported along with the expected units of accomplishments upon completion of a project or activity. The CAPER reports the actual units of accomplishment upon completion of the fiscal year. Outcomes are reported in varying levels depending on the project and time-frame. We are discovering, as we continue to analyze Census 2000 data and compare our findings to the Census 1990 data, that our targeted investments in CDBG and HOME funding are improving the quality of life in Athens-Clarke County as reported earlier in this document regarding Median Family Income increases in Census Tracts 301 and 302.

It is important that performance measures are specific. To support effective monitoring and evaluation, measures or indicators need to be absolutely clear and unambiguous. They should address the key aspects of the program. To be effective a performance measure or indicator needs to be measurable. It is much easier to monitor quantitative rather than qualitative performance. However for many services it is important to develop qualitative measures too. HCD requires that measures of performance or targets should be challenging but attainable and should contribute to a process of continuous improvement. The performance measures must relate to the service being provided or the project planned for construction and they must be relevant.

Performance measures regarding CDBG and HOME funding apply equally to service delivery and physical project management. When an organization is awarded CDBG or HOME funding they must execute a contract between Athens-Clarke County and performance measures comprise the core of that contract. If an agency receives CDBG or HOME funding the contract enables periodic measurement. It is not sufficient to only measure performance at the end of the agreement. It is preferable to measure performance at mutually agreed upon intervals. Once contracted, organizations are required to report on their achievements monthly and HCD reviews and monitors sub-recipient agency program success based on the performance measures in the contract. Agencies report outputs and outcomes in a series of quantitative and qualitative monthly reports culminating in quarterly and annual performance reports. Quarterly and annual reports are composed of numbers served by income level, race, and gender and outcome-based narratives that identify successes, barriers to success, and ways to improve each.

Agencies, organizations, and sub-recipients receive technical assistance to make certain that the performance measures are specific, measurable, achievable, realistic, and time-based. Monthly reporting is tracked and all reports are logged into a database when received by HCD's program division. Each agency is annually monitored on-site, but if a sub-recipient's monthly reports are not submitted in a timely manner reimbursements for CDBG and HOME expenditures are suspended until monthly reports are submitted. Program and financial staff will schedule on-site monitoring within the first quarter of the fiscal year if monthly report due dates are missed or reports are incomplete. The purpose of the first quarter monitoring is to make certain that the agency is meeting

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performance objectives, provide technical assistance, and to gather the necessary reporting information. Once reporting is on-track reimbursements are processed.

The following are general characteristics of the Performance Indicators HCD requires agencies to develop and use:

- ✓ Relevant - to the aims and objectives of the Consolidated Plan;
- ✓ Clearly defined - to ensure consistent collection and measurement;
- ✓ Easy to understand and use;
- ✓ Comparable, and sufficiently accurate to allow comparisons between similar organizations (agencies) and over time;
- ✓ Cost effective to collect;
- ✓ Attributable - responsibility for achieving good performance is clear;
- ✓ Time-based

For individual performance reviews, see the narratives under specific programmatic accomplishments in the preceding pages, and in the appendix.

## STRATEGIC PLANNING GOALS AND OBJECTIVES

### HCD Guiding Principles and Goals

The Athens-Clarke County 5-Year Consolidated Plan will:

- Champion fair access to decent, safe, affordable housing and promote safety and health in the community by providing community services and economic opportunity;
- Promote active and representative citizen participation in decision making so community members can meaningfully influence decisions that affect their lives;
- Encourage collaboration and cooperation among non-profit corporations, faith-based organizations, and private sector entities;
- Support agency efforts to streamline services through coordinated outreach, intake, and assessment and create clear and direct linkages between residents, non-profits, workforce development agencies, and local employers;
- Direct Annual Action Plan activities towards prioritized blocks within neighborhood revitalization areas; and
- Reward high performing agencies that advance individual and community-level outcomes.

### AFFORDABLE HOUSING GOAL

Goal: Provide decent, safe, and accessible affordable housing opportunities for low-to-moderate income residents particularly in neighborhood revitalization areas.

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- Strategy 1: Provide down payment assistance, low-interest mortgages, and interest rate subsidies for homebuyers.
- Strategy 2: Acquire vacant lots and construct new, quality, affordable housing.
- Strategy 3: Acquire and rehabilitate dilapidated properties, returning the units to the housing stock as quality, affordable housing.
- Strategy 4: Acquire and demolish dilapidated properties to allow for new affordable housing construction.
- Strategy 5: Provide assistance for the restoration, rehabilitation, and accessibility of low-to-moderate income, owner-occupied properties.
- Strategy 6: Provide emergency shelter, transitional-housing, and related housing assistance for homeless people and families.

#### PUBLIC SERVICE GOALS

Goal I: Provide public services that promote housing choices and expand economic opportunities for low-to-moderate income residents.

Strategy 1: Provide housing counseling and first time homebuyer training and budget counseling services.

Strategy 2: Provide financial literacy and basic job skills training.

Strategy 3: Provide English as a Second Language (ESL) classes and translation services.

Goal II: Improve the public health and welfare of Athens-Clarke County residents.

Strategy 1: Provide outreach, education, case management, and direct health care for low and moderate income residents and families.

Strategy 2: Provide financial assistance with prescription costs to those unable to afford needed medication.

Goal III: Reduce homelessness in Athens-Clarke County.

Strategy 1: Help the homeless find and retain permanent housing through intensive case management and follow-up.

Strategy 2: Provide financial assistance, job training, education, and employment-supportive services.

Strategy 3: Provide support services for homeless people.

#### ECONOMIC OPPORTUNITY GOALS

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Goal I: Help low-to-moderate income residents and the chronically unemployed overcome barriers to full-time, regular employment.

Strategy 1: Provide results-based support services, including childcare and transportation, to low and moderate income residents to improve their access to workforce training and employment assistance.

Strategy 2: Provide results-based support to improve educational attainment of Athens-Clarke County residents.

Goal II: Encourage the growth of existing businesses to create jobs for low to moderate income residents.

Strategy 1: Provide technical support to small and micro businesses to help improve viability and enhance their chances for expansion.

Strategy 2: Provide access to usable capital to encourage the creation of small and micro businesses.

Goal III: Revitalize declining and economically distressed commercial districts.

Strategy 1: Remove blight from all buildings by providing incentives for re-development of derelict properties.

Strategy 2: Offer conditional grants and loans to businesses located in neighborhood revitalization areas for façade improvements and code remediation. Grant priority to businesses that will create new jobs for low to moderate income residents.

Goal IV: Encourage the location and start-up of new businesses to create jobs for Athens-Clarke County residents.

Strategy 1: Offer ready capital to large businesses looking to expand or locate in Athens-Clarke County.

Strategy 2: Create tax-advantaged districts in areas targeted for industrial development.

#### PUBLIC FACILITY AND IMPROVEMENTS GOALS

Goal I: Increase public safety, residential desirability, and quality of life in neighborhood revitalization areas.

Strategy 1: Construct sidewalks and alternative transportation routes in neighborhood revitalization areas.

Strategy 2: Improve street and pedestrian lighting in neighborhood revitalization areas.

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Strategy 3: Construct pedestrian safety devices (traffic calming devices, warning-signals, crosswalks, etc.) in neighborhood revitalization areas.

Strategy 4: Construct or improve public infrastructure to meet the needs of businesses creating jobs in neighborhood revitalization areas.

Goal II: Construct or improve public infrastructure that directly supports affordable housing, economic development, or neighborhood revitalization initiatives.

Strategy 1: Build infrastructure and site improvements on public land to increase the safety and residential desirability of nearby affordable housing.

Strategy 2: Construct or improve public infrastructure to meet the needs of businesses creating jobs in Athens-Clarke County.

Strategy 3: Construct, repair, improve, or expand public facilities that support Consolidated Plan strategies.

## EAST ATHENS REVITALIZATION STRATEGY

Athens-Clarke County adopted a HUD approved Neighborhood Revitalization plan called Building a New Community - the Revitalization of East Athens. The plan, which was developed in 1993 by HCD and the East Athens community, includes a comprehensive set of goals and objectives for Public Services, Housing and Economic Development. The following outlines the activities and accomplishments carried out as part of the FY01 Annual Action Plan that addressed issues outlined in the East Athens Plan. Specific program details can be found in the narratives and Action Tables in the previous sections.

### NEIGHBORHOOD REVITALIZATION GOALS

#### PUBLIC SERVICES

**VISION:** Establish and maintain an East Athens Human and Economic Development Center to ensure implementation and coordination of Public Services.

Goal 1: Promote the development of neighborhood watch on each block.

Partners: ACC Police Services and EADC have worked together to implement and expand the neighborhood watch program in East Athens.

Goal 2: Hold job training and career activities in East Athens.

Partners: The Athens Housing Authority provided computer-training classes in the Nellie B Community Center. Over 15 participants benefited from these classes last year.

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As a means of stimulating entrepreneurship, EADC facilitated and hosted another CDBG-funded program to provide 17 micro-business training sessions. Seventeen low- to moderate-income women were served, 11 submitted business plans, and five started or expanded a business. This year, EADC inaugurated a micro loan program and provided startup or expansion funds to four entrepreneurs with businesses in East Athens. One of the funded businesses is also a resident of the East Athens micro-business incubator. An \$8,000 grant from Wal-Mart helped to capitalize the fund, and \$5000 of technical assistance funds were provided by the Enterprise Foundation.

For the second year in a row, the Athens Neighborhood Health Center offered a Youth Leadership Academy. This year, ANHC used funds from the Governor's Council (CYCC) that taught life training skills to 23 youth. They interacted with community leaders and learned skills to become successful and healthy adults.

EADC has partnered with the Creative Visions Foundation's NETSPAN program to provide computer training classes to develop employment skills. Local job seekers can now work on resumes, access the internet, and develop job skills right in their own neighborhood. In addition, basic computing skills are taught to both youth and adults at the EADC Offices.

Goal 3: Establish GED programs for youth and adults.

Partners: GED programs are available through the Athens Area Technical Institute. EADC provided referrals for this program.

Goal 4: Expand tutorial programs for children in grades K-12.

Partners: HCD built a new facility and renovated The East Athens Elementary School to house EADC, Athens Tutorial, and the Clarke County Health Department. HCD also partnered with Family Connection to sponsor the Governor's Children and Youth Coordinating Council funded Rites of Passage program to provide after school educational and cultural activities for 25 East Athens children.

Goal 5: Establish a community newsletter.

Partners: EADC regularly produces a community newsletter that highlights community events and services available.

Goal 6: Have police officers on duty during special events.

Partners: ACC Police Services provides security for special events. In addition, ACC Police staffs a substation in Nellie B Homes as part of the Community Oriented Policing and Weed and Seed programs.

Goal 7: Develop recreational and service programs.

Partners: HCD renovated The East Athens Elementary School into the Miriam Moore Service Center (Tech Park). The Center is now home of EADC, Athens Tutorial, and the Clarke County Health Department. On the same campus, a new facility was constructed to house the Athens Neighborhood Health Center. Next to the Service Center, various improvements have been made to the East Athens Community

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Center, which offers tennis, swimming, ball fields, a picnic area and indoor recreational space. Improvements include the demolition and replacement of tennis courts with new courts, nets, and perimeter fencing. New interior and exterior lighting is also in the works for this facility along with a new picnic shelter. These improvements, along with the new Service Center, have increased the availability of recreational and service programs in East Athens. SPLOST 4 and SPLOST 2000 funded the development of a park in East Athens. 100 acres have been selected to develop the park, which will significantly expand the recreational opportunities available to East Athens residents. East Athens Community Center Facility renovations consist of a comprehensive renovation of the recreational, educational, and office space's major mechanical / electrical / plumbing systems, and ADA accessibility of the existing East Athens Community Center. One of Family connection's staff members is housed in the Miriam Moore Center. This person facilitates service delivery in the East Athens area. This project is envisioned to be developed as two separate groups of Sub-Projects. Priority of funds will be for design services, construction / renovation, and purchase of Furniture, Fixtures, and Equipment. Other improvements will include re-paving the Basketball Court and Replacing Pool Filtration System

Goal 8: Establish a citizen advisory board for HCD.

Partners: HCD has worked closely with the East Athens Human Service Advisory Board since 1994. Representatives from the HSAB have served as members of HCD CDBG and HOME focus group as well as the Vision 2004 Committee. The Advisory Board meets monthly to develop Public Service programs and advise EADC regarding its outreach efforts. The board has also organized several neighborhood cleanups.

Goal 9: Provide funding for community development activities.

Partners: ACC and HCD continue to invest annually in Housing, Economic Development, Public Facilities and Improvements, and Public Service activities in the East Athens area. A variety of other agencies and groups provide community development funding as well.

## **ECONOMIC DEVELOPMENT**

The Economic Development Policy Plan highlighted three main goals as summarized below.

Goal 1: Reduce criminal activity in East Athens by 70%.

Partners: EADC has significantly expanded the neighborhood watch program in East Athens and the Weed and Seed program has instituted a Safe Haven at the East Athens Community Center. The Police Services substation is now used as a facility for shift changes and equipment storage now that the community Oriented Policing program is fully implemented. EADC was incorporated in 1993 and has been supported by HCD in its efforts ever since. EADC plays a key role in the redevelopment of the East Athens Commercial District. The EADC Commercial Revitalization effort along with the Rites of Passage program, Safe Havens, other Weed & Seed activities, and neighborhood clean ups have significantly decreased criminal activity in the Nellie B and Vine commercial district.

Goal 2: Assist area residents in finding employment, upgrading their current employment, and provide the necessary training and skills to be employable.

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Partners: The Athens Housing Authority provided computer training classes in the Nellie B Community Center. Over 15 participants benefited from these classes last year.

As a means of stimulating entrepreneurship, EADC facilitated and hosted another CDBG-funded program to provide 17 micro-business training sessions. Seventeen low- to moderate-income women were served, 11 submitted business plans, and five started or expanded a business. This year, EADC inaugurated a microloan program and provided startup or expansion funds to four entrepreneurs with businesses in East Athens. One of the funded businesses is also a resident of the East Athens micro-business incubator. An \$8,000 grant from Wal-Mart helped to capitalize the fund, and \$5000 of technical assistance funds were provided by the Enterprise Foundation.

For the second year in a row, the Athens Neighborhood Health Center offered a Youth Leadership Academy. This year, ANHC used funds from the Governor's Council (CYCC) that taught life training skills to 23 youth. They interacted with community leaders and learned skills to become successful and healthy adults.

EADC has partnered with the Creative Visions Foundation's NETSPAN program to provide computer training classes to develop employment skills. Local job seekers can now work on resumes, access the internet, and develop job skills right in their own neighborhood. In addition, basic computing skills are taught to both youth and adults at the EADC Offices.

Goal 3: Provide a physical environment that will improve the opportunity for businesses to succeed in the area.

Partners: This year, progress continued regarding the physical environment in East Athens. The East Athens Elementary School was renovated and is now the home of the EADC, the Clarke County Health Department, and the Athens Tutorial Program. A community room was also constructed in the renovated facility for neighborhood use. The Athens Neighborhood Health Center is located in a new structure that is also on the campus. A total of \$285,000 in FY01 CDBG allocations were committed to repayment of the Section 108 loan for the Miriam Moore Community Service Center and interest on the Section 108 loan for the East Athens Commercial Revitalization project. Miriam Moore Community Service Center is a Public Facility Improvement associated with an Economic Development activity primarily funded by a HUD Section 108 loan and a HUD Economic Development Initiative Grant. The project was constructed in two phases: a new building to house the Athens Neighborhood Health Center and the renovation of the formerly vacant East Athens Elementary School building. Significant housing construction and rehabilitation has taken place as well.

Investments by HCD, HELP, Habitat for Humanity, the Athens Housing Authority and private investors have all benefited the East Athens Community. HCD funded HELP, Inc. the Athens Land Trust, and Athens Housing Authority to provide housing counseling, down payment assistance, in-fill housing development, acquisition, rehabilitation, and to develop 2 subdivisions. The Athens Housing Authority (AHA) continued its efforts in partnership with HCD in developing new affordable owner-occupied housing in East Athens.

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Renovations to the East Athens Community Park are planned and will consist of a comprehensive renovation of the recreational, educational, and office space's major mechanical / electrical / plumbing systems, and ADA accessibility of the existing East Athens Community Center. Outdoor improvements will be a combination of both active (baseball, soccer) and passive (lake and nature trails) recreational facilities that will serve the East Athens Community. As part of the renovations of the Community Center, this project will provide materials, shelving, furnishings, and equipment necessary to establish Library Resource Centers. In addition, this project consists of acquisition of newly published materials and replacement of older materials, therefore, increasing the Library Systems collections for use by the Athens-Clarke County citizens. The East Athens Dance Center project consists of studios, performance rehearsal areas, male and female dressing rooms and restrooms, administrative offices, break room, conference rooms, storage and kitchen space. It will also include necessary parking and other site infrastructure. The project will be located in the East Athens Community.

EADC continued the commercial rehabilitation, public facilities and code compliance in the East Athens Commercial District. Construction work began in early March and was completed in September 2000. Thanks to the efforts of the East Athens Development Corporation (EADC), business and property owners in the Nellie B and Vine Street commercial district saw the grand opening of Triangle Plaza. Once a hub of drug dealers and other criminal activity, the Iron Triangle commercial district has a fresh look and a new name -- East Athens Triangle Plaza -- which neighborhood leaders said mark the beginning of a new era for the community. The project was first proposed in 1992, but construction didn't begin until the spring of 2000. The building facades, landscaping, lighting, parking lots, sidewalks and curbing were either replaced or spruced up in the project and the interiors of all the buildings were brought up to county building code standards.

**HOUSING VISION:** Reduce the number of households living in substandard, overcrowded and/or unaffordable housing conditions and to minimize the displacement of individuals and families.

Goal 1: To preserve and rehabilitate housing units with special emphasis on owner occupied dwellings.

Goal 2: To preserve existing housing units from further deterioration by emphasizing preventative maintenance and regulatory protection.

Goal 3: To eliminate housing units that are not economically feasible to rehabilitate.

Partners: Goals 1, 2 and 3 are being addressed through a variety of mechanisms, processes, and plans including the Community Protection Division initiative which enforces building and related codes; the new Athens-Clarke County Comprehensive Land-use Plan; housing counseling, housing construction and rehabilitation, and technical assistance programs; as well as Athens-Clarke County HCD's Fair Housing initiatives.

Goal 4: To encourage and support new housing construction & redevelopment efforts in East Athens.

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Goal 5: To encourage nonprofit and public entities to provide a wide range of housing opportunities and support services including emergency shelters, transitional housing, group homes and permanent housing.

Partners: Several non-profit and public organizations provide housing services and shelter in the community. Housing organizations include: the Salvation Army, the Athens Area Homeless Shelter which converted the facility from an emergency shelter to a transitional housing facility this year, Project Safe, the Athens Regional Attention Home, the Healing Place, and Strong Day Recovery Shelter. Each agency provides emergency or transitional housing services and shelter in the community. Permanent affordable housing is developed by HELP, the Athens Housing Authority, Habitat for Humanity, as well as the private sector. East Athens is a target area for these affordable housing programs.

Goal 6: To provide administrative and organizational framework to advocate, monitor and support housing activities in ACC.

(See Partners listed under Goal 3 above.)

Goal 7: To advocate the adoption of legislative changes that would facilitate the provision of affordable housing and expand homeownership opportunities in or to strengthen neighborhoods.

Partners: The Athens Housing Authority has been a forerunner in the national "rent reform" efforts that have been underway in the past few years. In addition, AHA Executive Director Rick Parker served on a Congressional Taskforce for negotiating rule making for public housing operating funds.

Goal 8: To obtain public and private funds to develop and purchase/rehabilitate housing units throughout East Athens.

Partners: The HCD emergency repair program; HELP's acquisition and rehab program; Habitat for Humanity's small projects program; the Athens Housing Authority's public housing upgrades program, and in-fill housing development program; the Community Protection Division initiatives, and the Weed & Seed initiative are just a few of the programs active in the community that provide funding to support, develop, purchase, and rehabilitate homes in East Athens.

Goal 9: To implement affirmative fair housing programs.  
(See Affirmatively Furthering Fair Housing).

## HANCOCK CORRIDOR NEIGHBORHOOD REVITALIZATION

The Hancock Community Assessment Report (now referred to as the Hancock Corridor Neighborhood Revitalization Strategy (NRS)) provides a reflection of the needs, desires, goals and objectives of concerned residents, businesses, and cooperating organizations in Athens-Clarke County for the Hancock Corridor that is composed of Census Tracts 6 & 9. The strategies, goals, objectives and actions are organized into four policy areas: Economic Development, Housing, Human Services, and Public Facilities and Improvements, each of which are guided by the visions established in the Athens-Clarke County Vision 2005 Consolidated Plan.

The goals, objectives, and action plans were established in the four policy areas by:

1. Reviewing existing demographic and housing statistics for Census Tracts 6 and 9 available in the most recent Census (1990) and 1997 estimates
2. Surveying the communities to take stock of needs
3. The community establishing goals and objectives for the Hancock Corridor using the A-CC 2005 Consolidated Plan as a guideline
1. Identifying ways to meet the goals and objectives identified in a comprehensive and holistic manner

The following goals and objectives were available for public review as part of the FY02 Action Plan. The FY02 Action Plan public review document also contained all strategies, objectives, and action steps included in the Hancock Corridor NRS. A comprehensive copy of the Hancock Corridor NRS has been submitted to HUD for its approval and is available at HCD for more information.

<b>ECONOMIC DEVELOPMENT</b>		
<b>GOAL I: Help low-to-moderate income residents and the chronically unemployed overcome barriers to full-time, regular employment.</b>		
<b>STRATEGY 1:</b> Develop a Coordinated One-Stop Career Center that will provide both potential employees and employers easy access to job market information.		
<b>ACTION STEPS Year 1</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
<b>Form community development corporation and incorporate</b>	HCDC	Completed, June 1999
<b>Apply for CDBG funding for staff, capacity-building for Hancock CDC, and training in all program areas for staff</b>	HCDC, TBC	Completed Fall 2001
<b>Apply for CBDO status to obtain regulatory relief and flexibility in use of CDBG funding</b>	HCDC	Completed Fall 2000
Work with ACC HCD to assess need for and feasibility of new physical location for Career Center	HCDC, HCD, AHA	Underway
Develop NRS	HCDC, Residents, Businesses, HCD	Underway

<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
<b>Identify community service organizations and government agencies for collaboration on the One-Stop Career Center</b>	Community Connection, HCD, HCDC, TBC	Underway
<b>Increase resident and the business community's awareness of One-Stop Career Center through the HCDC newsletter, community meetings, and other marketing efforts</b>	HCDC	Underway
Develop brochure to inform residents about job search resources available in Hancock Corridor neighborhood; use as marketing piece for services available through eventual One-Stop Career Center	HCDC, CC, DOL	Planning
Outreach to businesses in the Hancock Corridor to gather information about employment needs for development of Career Center	HCDC, Businesses	Planning
Develop HCDC Appreciation and Recognition Banquet	HCDC, Residents, Businesses	Planning
<b>ACTION STEPS Years 3-5</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Develop a One-Stop Career Center	HCDC	Planning
Evaluate effectiveness of One-Stop Career Center and make the necessary adjustments	HCDC, Clients, Businesses	Planning
Begin to establish an employer-subsidized apprenticeship or co-op program with Corridor businesses	HCDC, Chamber, Businesses, CCSD, Mentor Program, Summer	Planning

	Opportunities Program	
Increase business participation in One-Stop Career Centers by facilitating hire of employees for businesses	HCDC, Chamber, Businesses, DOL	Planning
<b>STRATEGY 2:</b> Develop partnerships with employers and the Athens Area Chamber of Commerce to involve local industry and business in workforce development		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Attend Local Workforce Investment Board meetings	HCDC, LWIB	Planning
Develop partnership with Chamber and Economic Development Agencies	Chamber, Foundation, ITT, WIB, HCDC	Planning
<b>GOAL II: Increase economic viability and resident “buy-in” of commercial districts and businesses in targeted neighborhoods through building repair, construction and comprehensive neighborhood revitalization.</b>		
<b>STRATEGY 1:</b> Encourage and assist businesses in the Hancock Corridor to apply for grants and loans for facade work, code remediation, and construction of new buildings in targeted commercial districts		
<b>ACTION STEPS Year 1</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Work with Athens-Clarke County to identify funding streams for small business assistance program	HCDC, ACC Government, HCD	Underway
Organize and implement street and property clean-up projects among business owners in the Corridor (One clean-up in 1999; ongoing clean-up activities by community groups)	HCDC, Hands on Athens, ACHF, HCD, Residents, Businesses	Underway
Demolish unsafe, abandoned properties (Ongoing: ACC Demolition Program demolished)	Building Inspections, HCDC, HCD, ACC Community	Underway

two houses in Hancock in FY 00; neighborhood survey to identify other properties completed in Feb. 2001)	Protection Division	
Target Hancock Corridor for small business assistance  (On-going: Priority given to businesses expanding or opening in the Hancock Corridor area for the ACC Growth Fund)	HCD, ED Foundation	Underway
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Lobby ACC Government to support development of small business assistance program in ACC	HCDC, ACC Government	Planning
Organize and implement street and property clean-up projects among business owners in the Corridor	HCDC, HCD, Residents, Businesses, United Way	Planning
<b>ACTION STEPS Years 3-5</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Identify additional sources of rehabilitation funding for businesses and market these sources	HCDC, Chamber, HCD, businesses	Planning
Create partnership with organizations to aid applicants for such funding	HCDC, SBDC, HCD, Banks, Credit Union	Planning
Create guidelines for funding a new program that meets needs of business owners	HCDC, SBDC, HCD, Banks, Credit Union, ED Foundation	Planning
Assist business owners with applications for rehabilitation funding	HCDC, Chamber, SBDC, ED Foundation	Planning
<b>STRATEGY 2:</b> Work with Chamber of Commerce, Economic Development Foundation, and Commission to increase recruitment of businesses to Census Tracts 6 and 9		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Develop and maintain an inventory of vacant land that might be suitable for new business	HCDC, TBC	Planning

development		
Identify the types of businesses that are needed within the Hancock Corridor area through surveys and public meetings to collect data on community preferences for additional local businesses and services	Chamber, ED Foundation, Commission, HCDC, Residents, TBC, HCD	Planning
<b>STRATEGY 3:</b> Identify and request funding to rehabilitate historic buildings and structures for identified usage		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Educate residents on historic preservation and historic designation	HCDC, HCD, ACC Planning, ACHF, Athens Daily News, Residents, Businesses	Planning
<b>STRATEGY 4:</b> Develop and install historic interpretive markers		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Determine which buildings will have historic markers	HCDC, ACC Planning, Residents, Businesses	Planning
<b>ACTION STEPS Years 3-5</b>		
Conduct research for and find funding for historic markers	HCDC, Property Owners	Planning
<b>STRATEGY 5:</b> Support the start-up and expansion of small and micro businesses owned by or employing low-to-moderate income residents		
<b>ACTION STEPS Year 1</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Work with existing business assistance programs such as the UGA Microenterprise Program for Women to facilitate technical assistance and support to small and micro-	UGA Microenterprise Program for Women, HCDC, TBC	Underway

businesses that create jobs and offer job training		
Work with ACC Government to assess need for small business assistance program	HCDC, HCD	Underway
<b>ACTION STEPS Year 2</b>		
Attend micro-loan program training and establish partnerships for marketing existing micro-loan programs and services	HCDC, UGA, ED Foundation, Chamber, Hospitality Resource Panel, ED Foundation, Commissioners	Planning
Work with business organizations to facilitate establishment of networking and mentoring programs between new and established businesses	HCDC, TBC, SBDC, Chamber, HCD	Planning
Develop partnerships with existing service providers for entrepreneurial training and micro-loan programs	Chamber, Hospitality Resource Panel, ED Foundation, ACC	Planning
<b>ACTION STEPS Years 3-5</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Work with business organizations to facilitate establishment of networking and mentoring programs between new and established businesses	SBDC, HCD, HCDC	Planning
Provide potential and new business owners with information about micro-loan programs and facilitate technical assistance in application processes	HCDC, HCD, TBC	Planning
Evaluate success of mentoring program and classes and make necessary revisions	HCDC, Businesses	Planning
Assist new/potential business owners with development of business plans, rehabilitation plans, capital access, etc.	SBDC, HCDC	Planning

## HOUSING

**GOAL 1: Expand housing choices and increase the availability of safe, decent affordable housing for low-to-moderate income residents, minorities, homeless, elderly, handicapped, disabled, and persons living with AIDS.**

**STRATEGY 1: Promote homeownership by providing area residents with housing counseling services**

### ACTION STEPS Year 1

Action Steps	Partners	Status
Facilitate access to housing counseling programs	HCD, HCDC, TBC, FBOs, HELP, AHA, ALT	Underway

### ACTION STEPS Year 2

Emphasize the importance of upkeep and maintenance of property in housing counseling programs	HCD, HELP, ALT, AHA	Planning
Develop brochure for residents that contains information on existing resources for down-payment assistance, low-interest mortgages, housing counseling, home repair programs, and informational resources (e.g., energy-efficiency practices through ACTION, Inc., Extension Services, GA Power)	HCDC, HCD, Chamber, CC, Action, ALT, HELP, AHA	Planning

**STRATEGY 2: Provide down payment assistance, low-interest mortgages and interest rate subsidies to low-to-moderate income residents seeking homeownership**

### ACTION STEPS Year 2

Action Steps	Partners	Status
<b>Develop brochure for residents that contains information on existing resources for housing counseling, down-payment assistance, interest rate subsidies, home repair programs, and informational resources (e.g., energy-efficiency practices through ACTION, Inc., Extension Services, GA Power)</b>	HCD, HCDC, TBC, CC	Planning
Identify funding initiatives to assist in providing down payment assistance for home ownership	HCDC, HELP, AHA, ALT	Planning

for low-income and special needs populations; include this information in the housing services brochure		
<b>Identify possible funding sources and deadlines (create catalog of websites, resources) for small home improvement projects</b>	UGA Housing Research Center, HCD, HCDC	Planning
Arrange for local lenders to hold homeownership classes that focus on relevant housing issues	HCDC, Residential Lenders, FBOs	Planning
<b>STRATEGY 3:</b> Build new, quality, affordable housing with an emphasis on construction in existing neighborhoods and areas targeted for revitalization		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Work with Planning Department and property owners to encourage uniform façade/architectural recommendations on new housing construction.	HCDC, ACC Planning	Planning
Facilitate/partner with existing housing organizations to be involved with strategic plan process for strategic plans	HCDC, ALT, AHA, HELP	Planning
<b>ACTION STEPS Years 3-5</b>		
Acquire and rehab three residences	ALT, HELP	Planning
<b>STRATEGY 4:</b> Demolish vacant and unsafe homes and acquire and rehabilitate homes, returning them to the housing stock as quality, affordable, owner-occupied housing, and give priority for resale to first-time home buyers		
<b>ACTION STEPS Year 1</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Demolish one unoccupied unit (ACC Demolition Program demolished two abandoned houses in FY01; completed assessment to identify units for future demolition in Feb. 2001)	ACC Building Inspections, HCD, Community Protection Division	On-going
Rehabilitate homes (Hiram House rehabbed (Nov. 2000); Athens	HCD, ALT	Underway

Land Trust pursuing acquisition of 4 units for rehab)		
<b>ACTION STEPS Year 2</b>		
Demolish unoccupied units	ACC Building Inspections, HCD, Community Protection Division	Planning
Facilitate meetings and develop partnerships with nonprofit housing organizations to discuss purchase and rehabilitation options for abandoned housing units	HELP, HCD, HCDC, ALT, AHA	Planning
<b>STRATEGY 5:</b> Promote awareness and understanding of housing issues through programs such as outreach and education, and continue to develop strategies to meet those needs with an emphasis on moving families from subsidized rental housing into self-sufficient housing		
<b>ACTION STEPS Year 2</b>		
<b>Market HCDC and develop system for HCDC as central location to register concerns about particular properties</b>	HCDC, HCD	Planning
Encourage and support the efforts of the Building Inspection Department to enforce Athens-Clarke County Housing Codes by requiring owners to bring property up to code or have them demolished	Building Inspections, Residents, HCDC, Community Protection Division, HCD	Planning
Identify properties in Hancock Corridor which fail to meet housing codes	HCDC, Building Inspections, Residents, Community Protection Division	Planning
Educate residents about housing code	HCDC, Building Inspections, Residents, Community Protection Division	Planning
Develop brochure for residents that contains information on existing resources for housing counseling, down-payment assistance, low-interest mortgages, home repair programs, and informational resources (e.g., energy-efficiency practices through ACTION, Inc., Extension	HCDC, HCD, CC, TBC, HELP, AHA, ALT	Planning

Services, GA Power)		
Aid in development of neighborhood associations in the Corridor and assist them in developing clean-up initiatives	TBC, HCDC, HCD, UGA Housing Research Center, ALT, Hands on Athens	Planning
Discuss and develop plans to use Neighborhood Associations to provide community awareness through HCDC Newsletters	HCDC, ALT Neighborhood Associations, TBC, Residents, AHA, Federation of Neighborhoods	Planning
HCDC to become umbrella organization for all neighborhood groups in Hancock Corridor – catalog existing associations and facilitate development and start-up of new neighborhood associations	HCDC, HCD, N'Hood Associations, TBC, AHA, Federation of Neighborhoods, ALT	Planning
Research and advocate for additional programs for funding for housing repair	Chamber, ACC Government, HCDC, TBC, AHA, HCD, ALT	Planning
<b>ACTION STEPS Year 3</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Send individual to initial housing counseling training in order to become certified as housing counselor; develop in-house housing counseling program in conjunction with ALT, AHA and HELP to inform property owners of housing violations and ways to improve the value of their property	HCDC, HCD, ALT, AHA	Planning
Develop guidelines and policies for helping homeowners to get their properties to code	Building Inspections, HCD, HCDC, TBC, Community Protection Division	Planning
<b>GOAL II: Ensure equal access to housing and fair lending practices for Athens-Clarke County residents.</b>		
<b>STRATEGY 1:</b> Educate the community about fair housing rights and responsibilities through housing counseling programs and outreach		
<b>ACTION STEPS Year 2</b>		

<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Increase community awareness of fair housing issues through HCDC Newsletters, brochures, and education campaigns	HCDC, HCD, TBC, AHA, HELP, ALT	Planning
Work with housing counseling and housing organizations to develop an education campaign to inform people about fair housing laws	HCD, HCDC, Residents, AHA, HELP, ALT	Planning
<b>STRATEGY 2:</b> Support nonprofit, private and public entities that provide housing opportunities and support services for the low income and special needs populations (e.g., emergency, transitional, and long-term housing)		
<b>ACTION STEPS Year 1</b>		
Increase awareness of HCD's existing Emergency Repair Program	HCDC, HCD, Residents, FBOs	Underway
<b>ACTION STEPS Year 2</b>		
Work with housing organizations and homeless shelters to market services in the community and act as liaison to inform them about particular needs of Hancock residents	HCDC, HCD, HELP, Athens Homeless Shelter, AHA, ALT, FBOs	Planning
<b>Goal III: Preserve the existing housing stock in Athens-Clarke County by ensuring that it is safe, decent, properly maintained, sanitary and affordable</b>		
<b>STRATEGY 1:</b> Offer financial assistance and education to low-to-moderate income residents for the removal and remediation of lead-based paint and asbestos hazards		
<b>ACTION STEPS Year 1</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Train housing officials in new lead-based paint regulations	HCD	Underway
Market lead-based paint training to local contractors	HCD	Underway
<b>ACTION STEPS Year 2</b>		
Identify resources to abate lead and asbestos hazards; market and provide education to residents about these resources	HCDC, HCD, AHA, ALT, ACHF	Planning

<b>STRATEGY 2:</b> Enforce housing and property maintenance codes and related ordinances, abate public nuisances, and demolish dilapidated structures beyond repair		
<b>ACTION STEPS Year 1</b>		
Demolish dilapidated abandoned housing units (ACC Demolition Committee demolished two houses in Hancock in FY00.)	HCD, Building Inspections, Community Protection Division	Underway
<b>ACTION STEPS Year 2</b>		
Develop a plan identifying the units to be demolished and outlining the process of demolition and relocation	HCD, HCDC, Building Inspections, TBC, Residents, Community Protection Division	Planning
Outline the process of demolition and relocation and educate residents about the process	ACC Building Inspections, Community Protection Division, HCD	Planning
<b>ACTION STEPS Year 3</b>		
<b>Develop program guidelines through HCDC as umbrella organization to prioritize owner-occupied homes for code rehabilitation and other financial assistance</b>	HCDC, TBC, Residents, HCD, Building Inspections, Community Protection Division	Planning
<b>STRATEGY 4:</b> Provide assistance for the restoration and rehabilitation of historic properties to low-to-moderate income individuals in targeted areas		
<b>ACTION STEPS Year 1</b>		
Organize neighborhood clean-ups and repair activities (ACHF/Hands on Athens completed one clean-up activity in Fall 1999 and Raise the Roof Day for repair of historic homes)	HCDC, ACHF, HCD, Hands on Athens, AHA, ALT	Underway
<b>ACTION STEPS Year 2</b>		
Work with existing housing organizations and those with expertise in historical preservation to inform residents about historical preservation	HCDC, TBC, Residents, ALT, AHA, HCD, UGA	Planning

and to collect data on existing historical properties in the Corridor	Housing Research Center, FBOs	
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**PUBLIC SERVICES**

**GOAL I: Improve the quality of life and educational attainment of Athens-Clarke County youth.**

**STRATEGY 1:** Lower the high school drop-out rate and teen pregnancy rate through the expansion of after-school and summer tutoring, enrichment, and educational programs

**ACTION STEPS Year 1**

Action Steps	Partners	Status
Conduct youth clean-up activities	ACHF, UGA, TBC, AHA	Underway
Establish collaborative relationship with existing public service organizations and use relationships to increase community participation in programs	HCDC, Athens Tutorial Program, YWCO, Boys and Girls Club, CC, TBC	Planning
Increase participation in programs through the HCDC Newsletter, brochures, and other marketing tools	HCDC, Residents, Business owners	Planning
Coordinate youth clean-ups	HCDC, Neighborhood Associations, United Way, HCDC, HCD	Planning

**ACTION STEPS Years 3-5**

Schedule D.A.R.E. presentations for local civic and youth groups	HCDC, D.A.R.E. representatives (ACC Police), Clarke County Schools, ACC Mentor Program, TBC	Planning
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**STRATEGY 2: Lower the truancy rate and increase entrepreneurship opportunities for youth**

**ACTION STEPS Year 2**

<b>Develop a collaborative relationship with professional and business associations to encourage the development of work</b>	HCDC, Businesses, Residents, Chamber	Planning
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<b>shadowing and other apprenticeship programs</b>		
Develop a fundraising program for scholarships, tuition, and sponsorship in youth programs	HCDC, Residents, Businesses	
<b>ACTION STEPS Years 3-5</b>		
Develop a community-based youth entrepreneurial program located at the One Stop Career Center	HCDC, EADC, ANHC, Chamber	Planning
<b>GOAL II: Improve the public health and welfare of A-CC residents.</b>		
<b>STRATEGY 1:</b> Develop the Hancock Human Services Center to provide coordinated services to area residents.		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Identify local public service agencies with whom to collaborate	HCDC, HCD, CC	Planning
Hire Director and other necessary staff for the HCDC Human Services Center	HCDC, HCD	Planning
Seek training for Center staff	HCDC, HCD	Planning
<b>ACTION STEPS Years 3-5</b>		
Seek funding for the expansion of the Hancock Human Services Center	HCDC, HCD	Planning
Develop an HCDC newsletter to inform the community of the services available at the Human Services Center	HCDC	Planning
<b>STRATEGY 2:</b> Develop programs to deter criminal activity		
<b>ACTION STEPS Year 2</b>		
Develop Neighborhood Watch programs	HCDC, ACC Police, Residents, Businesses	Planning
Target vacant housing units for greater policing	HCDC, ACC Police,	Planning

efforts to deter criminal activity	Residents, Businesses	
<b>GOAL III: Improve family self-sufficiency and wellbeing by offering support services.</b>		
<b>STRATEGY 1:</b> Reduce child abuse and neglect by referring residents to available family counseling services/parenting classes		
<b>ACTION STEPS Year 2</b>		
Identify available counseling services and parenting classes and market in community	HCDC, HCD, DFCS, Athens Tech, CCSD Children 's Programs	Planning
<b>ACTION STEPS Years 3-5</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Develop a plan for expanding these currently available services	HCDC, HCD, CCSD, DFCS	Planning
<b>STRATEGY 2:</b> Develop job training and life skill classes		
<b>ACTION STEPS Year 2</b>		
Identify current job training and life skills classes and market services in the community	HCDC, HCD, LWIB, DOL, DFCS, Athens Tech	Planning
<b>ACTION STEPS Years 3-5</b>		
Develop a plan for expanding these currently available services	HCDC	Planning
<b>STRATEGY 3:</b> Expand current substance abuse education and treatment programs for youth and adults		
<b>ACTION STEPS Year 2</b>		
Identify currently available substance abuse treatment and education programs.	HCDC, HCD, MHMRSAs, DFCS, Health District, Health Dept., Homeless Shelter	Planning
<b>ACTION STEPS Years 3-5</b>		
Develop a plan for expanding these currently available programs	HCDC	Planning

<b>PUBLIC FACILITIES AND IMPROVEMENTS</b>		
<b>GOAL I: Improve public infrastructure and provide adequate and safe vehicular and pedestrian access to targeted revitalization areas</b>		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
<b>Assess current conditions of sidewalks in Hancock Corridor</b>	HCDC, ACC Transportation and Public Works, Commission	Planning
<b>Identify priority areas</b>	HCDC	Planning
<b>Request construction of sidewalks along major routes and construction nodes in the Hancock Corridor</b>	HCDC, Commission	Planning
<b>ACTION STEPS Years 3-5</b>		
Request re-pavement of streets in Hancock Corridor where necessary	HCDC, Commission, TPW	Planning
Request upgrade of traffic signals where necessary	HCDC, Commission, ACC Transit, TPW	Planning
Request construction of bus shelters along existing bus routes	HCDC, Commission, ACC Transit	Planning
<b>STRATEGY 3: Improve the physical appearance of businesses and access to businesses in the Hancock Corridor</b>		
<b>ACTION STEPS Year 1</b>		
Improve safety of streets by creating bicycle lanes and traffic-calming devices along Baxter Street  (Reduce Baxter Street from four lanes to three lanes, add bicycle lanes.)	ACC Public Works	Complete: December 2000
<b>GOAL II: Assist community public service agencies in improving their physical structures</b>		

<b>STRATEGY 1:</b> Offer assistance to community public service agencies for physical improvements		
<b>ACTION STEPS Year 2</b>		
<b>Action Steps</b>	<b>Partners</b>	<b>Status</b>
Determine the adequacy of community facilities through community surveys	HCDC, Residents, Businesses, Area Social Service Agencies	Planning
<b>ACTION STEPS Years 3-5</b>		
Assist community agencies in applying for funding to rehabilitate facilities	HCDC, Commercial Banks, HCD, Commission	Planning
Identify sources of funding	HCDC	Planning
<b>STRATEGY 2:</b> Increase public safety, residential desirability, and quality of life by building or restoring public parks and recreational facilities		
<b>ACTION STEPS Year 2</b>		
Survey community to determine needed improvements	HCDC, Area Social Service Agencies, Residents, Businesses	Planning
<b>ACTION STEPS Years 3-5</b>		
Assess needs identified by the community and determine feasibility of improvements	HCDC, HCD, Contractors	Planning
Consult with the ACC Leisure Services Dept. regarding existing plans for the Hancock Corridor area	HCDC, ACC Leisure Services	Planning
Identify possible sites for additional recreation areas	HCDC, ACC Leisure Services, Residents, Businesses	Planning
In collaboration with ACC Leisure Services, construct additional recreation areas	HCDC, ACC Leisure Services	Planning

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# APPENDICES

## Appendix A

Detailed information in tabular form is included in the Integrated Disbursement and Information System (IDIS) reports in the Appendix of this document.

- IDIS - C04PR03: CDBG activity summary
- IDIS - C04PR06: CDBG project summary
- IDIS - C04PR23: CDBG accomplishments summary
- IDIS - C04PR26: CDBG financial summary
- IDIS - C04PR27: HOME grant status
- IDIS - C04PR83: CDBG performance measures
- IDIS - C04PR85: Housing performance report

## Appendix B

- Section 3 Report HUD 60002
- MBE & WBE Report HUD 40107 Part III
- HOME Match Report HUD 40107-a

## Appendix C

Fair Housing Workshop Advertisements and Sign-In Sheets

## Appendix D

Citizen Participation Announcements

## Appendix E

Performance measurements outcome tables:

- Table 1C - Summary of Specific Homeless/Special Needs Objectives
- Table 2C - Summary of Specific Housing/Community Development Objectives
- Table 3A - Summary of Specific Annual Objectives

**Appendices are available for review upon request via email or call:**

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