

Mayor Stephanie A. Miner



**City of Syracuse
Consolidated Annual Performance
and Evaluation Report (CAPER)
for
Program Year 36
(2010-2011)**

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Department of Neighborhood and Business Development

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Syracuse, New York 13202



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First Program Year CAPER

The CPMP First Consolidated Annual Performance and Evaluation Report includes Narrative Responses to CAPER questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

The grantee must submit an updated Financial Summary Report (PR26).

GENERAL

Executive Summary

In Program Year 36 (2010-2011), the City of Syracuse expended its Community Development Block Grant (CDBG) funds to provide decent housing, which strengthens communities, families, and individuals; provide suitable living environments; expand economic development opportunities; and promote independent living for low- and moderate- income people. Throughout the year, the Syracuse Department of Neighborhood and Business Development (NBD) has undertaken numerous activities aimed at achieving the goals and objectives laid out in the city's Five-Year Consolidated Plan to improve the quality of life in our city.

The Consolidated Annual Performance and Evaluation Report (CAPER) describes the results and benefits produced by the City and its community partners as we implemented strategies to achieve the goals outlined in the City's 2010-2011 1st Annual Action Plan and Five-Year Consolidated Plan. While housing affordability remains the foundation of NBD's strategy to revitalizing the city's neighborhoods, other issues concerning economic development, the need for adequately maintained green space, public safety, youth activities, and the education of our children cannot be ignored in order to truly have an impact on our city.

What is the Consolidated Plan?

The Consolidated Plan is the result of a collaborative process whereby a community establishes a unified vision for housing and community development needs. The plan addresses the city's housing, community development, and human service needs. The plan was developed under the guidelines established by the Department of Housing and Urban Development (HUD). The Consolidated Plan serves as the application to HUD for the following federal grant programs:

Community Development Block Grant (CDBG)
HOME Investment Partnership Grant (HOME)
Emergency Shelter Grant (ESG)

The Consolidated Plan summarizes the city's goals and objectives for a five-year time period. This CAPER covers the first year of the five-year plan. The plan outlines the City's vision to provide all residents with vibrant neighborhoods that contain decent housing choices, economic opportunity, decent schools, and abundant recreational resources. The strategies undertaken through the past year reflects the following goals:

- Provide decent, affordable housing options for owners and renters;
- Provide a suitable living environment for residents;
- Expand economic opportunities;
- Strategically revitalize our neighborhoods to strengthen communities, families and individuals; and
- Provide services to individuals that promote or foster self-sufficiency.

What is a CAPER?

The **CAPER**, or **Consolidated Annual Performance and Evaluation Report**, illustrates what a jurisdiction accomplished with their CDBG, HOME, and ESG funds during the year. The CAPER allows HUD, local officials, and the public to evaluate the City's overall performance for the 2010-2011 program year. The CAPER provides a comparison between the activities and strategies undertaken during the year and the goals and needs identified in the Action Plan.

The CAPER also provides an opportunity to report to citizens the City's successes in revitalizing deteriorated neighborhoods and meeting objectives stipulated in the Consolidated Plan. This report reviews the goals, strategies, and accomplishments enacted and realized over the past program year.

Assessment of Goals and Objectives

GOAL: Provide decent, affordable housing options for owners and renters

Five Year Needs Summary

NBD established a five-year needs summary relating to housing needs in the 2011-2016 Consolidated Plan.

The following are the housing needs of very-low income households:

1. Rental assistance, particular emphasis on *large related* households as well as *small related* households.
2. Moderate to substantial rehabilitation assistance for owner-occupants.
3. The development of affordable or subsidized large and single room occupancy (SRO) units in standard condition to accommodate *large related* households and *single individuals*.
4. Maintenance of public and assisted rental housing options.
5. Increased public assistance shelter allowances to meet the actual costs of housing.
6. Weatherization assistance to keep housing operation costs low.
7. Abatement of lead paint hazards.

The following are the housing needs of 'other' low-income households:

1. Rental assistance or access to affordable rental units, particularly for large related households, all other households as defined by HUD and small related households.
2. Down payment and closing costs assistance for rental households which are able to become owner-occupants.
3. Affordable homeownership options either through new construction or major rehabilitation.
4. Moderate to substantial rehabilitation for owner-occupants.
5. Foreclosure prevention and mortgage assistance services and programs.
6. Weatherization assistance to keep housing operation costs affordable.
7. Abatement of lead paint hazards.

The following are housing needs of moderate-income households:

1. Affordable homeownership opportunities through new construction and rehabilitation.
2. Foreclosure prevention and mortgage assistance services and programs.
3. Moderate to substantial rehabilitation for owner-occupied households.
4. Weatherization assistance to keep housing operation costs affordable.

The City of Syracuse has three primary objectives for which to meet the needs of the community in obtaining the goal of providing decent, affordable housing options for both renters and owners:

1. Improve the quality and availability of affordable rental housing,
2. Improve the quality of owner-occupied housing; and,
3. Reduce the burden faced by low and extremely low income households.

GOAL: Provide a suitable living environment for residents

Objective: Expand, maintain, and improve the city's neighborhood community centers, infrastructure, parks, and other recreational facilities

Through normal use, the city understands the need to provide funds for the maintenance and capital improvements for community centers, expansion and maintenance of neighborhood parks and recreational areas throughout the City of Syracuse. In conjunction, funds were used to repair and install curbs and sidewalks that support these areas and other non-profit housing projects.

Objective: Provide constructive youth programming as alternatives to violence, drugs, and alcohol

The main goal concerning youth is to provide substantial programming and enriching activities that help to combat youth related crimes and violence, drug and alcohol abuse, pregnancy, and school drop-out rates. Such activities are focused on summer recreation and education programs, social and personal enrichment opportunities, organized athletics, and tutor programs. Funds were provided to the following agencies to assist in implementing these activities: Boys and Girls Club, Catholic Charities, City of Syracuse-Department of Parks and Recreation, Dunbar Association, Faith Hope Center, Huntington Family Centers, North Area Athletic Center, Northeast Community Center, OnPoint for College, Open Hand Theatre, P.E.A.C.E, Inc., Syracuse Golden Gloves Athletic & Education Center, Westcott Community Center and Southwest Community Center.

GOAL: Expand Economic Opportunities

The primary goal of economic development is to increase the net wealth of the community by providing assistance to businesses in order to create and retain jobs. This is done through such entities as the Business Assistance and Retention Program, Syracuse Industrial Development Agency (SIDA), Syracuse Economic Development Corporation (SEDCO), Urban Business Opportunity Center (UBOC) Loan Program, and the New York State Empire Zone are instrumental in providing resources to address these goals.

GOAL: Strategically revitalize the city's neighborhoods to strengthen communities, families, and individuals.

Objective: Assist in the implementation of neighborhood plans

Through the city and neighborhood sponsored program, Tomorrow's Neighborhoods Today (TNT), the eight (8) planning areas have either completed or are in the process of developing neighborhood plans and goals

Objective: Improve the Quality of life within the neighborhoods

Through the Vacant Property program, the City of Syracuse is able to target and remove derelict structures plaguing neighborhoods. Vacant structures sit as eyesores for the neighborhood as well as provide a haven for illicit activities that affect the quality of life of the residents. Fifty-four (54) vacant structures were demolished during the program year.

GOAL: Provide services to individuals that promote or foster self-sufficiency

Facilitate the empowerment of low and moderate income individuals, youth, and other populations

The goal of public services is to provide support for local area not-for-profits that provide services to areas where the majority of residents are low-income or non-English speaking. These services include housing and employment counseling, educational services, improvement of neighborhood quality of life, cultural awareness, and other such outreach and support services. Funds were provided to the following agencies to assist in implementing these activities: Concerned Citizens, Catholic Charities, Dunbar Association, Faith Hope Center, Hiscock Legal Aid, Greater Syracuse Tenants Network, InterFaith Works of Central New York, Northeast Community Center, and YMCA of Greater Syracuse.

Objective: Improve Access to Housing

The community continues toward full integration of physically challenged people, and as medical care and technology improve, the need for accessible housing grows. Community Development Block Grant funds several initiatives to assist physically challenged individuals in achieving all of their housing goals.

Objective: Provide services to promote independence and security for individuals with disabilities, and the elderly

This goal addresses the critical need for affordable and accessible housing to persons with mobility impairments, making services available in the community to support special needs populations including the elderly, the physically disabled, and the developmentally disabled. This includes housing referral programs for persons with special needs; services to the elderly in public and assisted housing environments, and neighborhood senior centers; and recreational activities.

Objective: Provide housing options and education for the prevention of homelessness

The City of Syracuse continues to direct resources to help eliminate homelessness through outreach and intake of populations at risk. This includes providing services and homes for those with HIV/AIDS, legal services for those facing eviction, homeownership counseling, and tenants' rights education.

Summary of Specific Annual Objectives

The Summary of Specific Annual Objectives table and individual Project sheets are contained in **Appendix A**.

Summary of Resources and Distribution of Funds

Total Federal funds available for furthering the City's Year 36 Consolidated Plan (2010-2011) were as follows:

Funds Available for CDBG Projects	\$ 8,493,472
Funds Available for HOME Projects	\$ 2,167,448
Funds Available for ESG Projects	\$ 270,702

A detailed accounting of Year 36 resources may be found in **Appendix B**. Also included in this section are details concerning program income, loan balances and a reconciliation of line(s) of credit and cash to unexpended CDBG funds.

Fair Housing Initiatives

Fair Housing education and enforcement activities within the City of Syracuse are carried out by NBD in conjunction with the Fair Housing Council of Central New York, Inc. (FHCCNY), a private not-for-profit qualified fair housing organization. FHCCNY provides education and outreach to protected class members and housing providers, investigates complaints of illegal housing discrimination and predatory lending, conducts research, counsels prospective homebuyers, conducts housing counseling and provides legal representation to victims of illegal housing discrimination.

Barriers to Fair Housing: Persistence of Segregation

Racial and ethnic segregation are evident both within the City's borders and between the City and surrounding suburbs.

1. Demographics: The city is experiencing a growth in its minority populations and a decrease in its white, non-Hispanic population. Since 1990, the percentage of minorities in the city has grown from 27% (1990 Census) to 35.6% (2000 Census) to 39.1% (2005 Census American Community Survey).

This demonstrates an increase in the percentage of all minorities since the 1990 Census, even as the city's overall population has declined, and segregation of minority groups within the city's borders remains a concern. Syracuse ranks as the 11th most segregated city in the country, according to analysis of 2010 U.S. Census data. Residents of Hispanic and Asian descent are highly segregated into certain pockets of the city, and African-Americans continue to reside within a small, but growing, number of the city's census tracts. Furthermore, the degree of segregation between the city and the surrounding suburbs has increased.

2. New immigrant communities

There has been a significant increase in the City's Hispanic and Asian populations since the 1990 Census, with increases of two and one percent, respectively. In 2000, Latinos comprised 5.3% of the city's population, and as of 2005, comprise 6.2%. In spite of the fact that this population is growing, however, these communities are segregated into ethnic neighborhoods, rather than integrated throughout the city. The reasons for this are manifold: language barriers, the limited availability and restricted placement of culture-specific goods and services, and the location of elementary schools which offer multi-lingual education programs to serve the needs of non- and limited-English-speaking children. Programs for refugee resettlement, especially to the extent that they operate with public funds, need to take particular care not to create or perpetuate such patterns of segregation.

3. Persons with Disabilities

There is a significant population of persons with disabilities in the city, estimated at 20.4% of the total population as of 2005, and their housing needs are exacerbated by a shortage of affordable, accessible housing within the city's borders combined with a poverty rate of 37.4% for households with at least one disabled member over age 5.

In seeking to make home access easier for persons with disabilities, non-profit organizations working with CDBG funding have developed programs to install ramps

and other accessible features. Unfortunately, the delay associated with obtaining the necessary zoning variances has proved an impediment to the goal of providing quick access to those who are otherwise confined to their homes. The delay results not only in putting the disabled resident at risk of physical harm in the event of fire or other emergency, but acts as a barrier to fair housing even as public funds are spent to ensure that accessible features are installed.

Barriers to Fair Housing: Discrimination

Illegal housing discrimination has been documented in the areas of real-estate rentals, sales, lending and in the provision of homeowners insurance. Analysis of Home Mortgage Disclosure Act (HMDA) data reveals much higher denial rates for African-American applicants than for whites, regardless of income level.

In 2009, the Fair Housing Council responded to more than 350 complaints of illegal housing discrimination, lending practices, and landlord-tenant concerns pertaining to the City of Syracuse alone. Numerous additional complaints were received regarding properties outside the city limits. Recently, there has been a spike in complaints of illegal evictions and lock-outs, some of which seem to target tenants based on national origin/immigrant status. Additionally, there has been numerous complaints of housing providers illegally seeking out new refugees in order to rent substandard units to them, including apartments lacking hot water or other basic amenities, have been reported and are under investigation.

One prominent insurance redlining case was settled early in 2009, with a consent decree involving the U.S. Department of Justice. The Fair Housing Council tested Erie Insurance and found a pattern and practice of redlining African-American neighborhoods in the City of Syracuse.

Several cases of discrimination on the basis of familial status were successfully settled in 2009 and early 2010, as well as one race discrimination case in rentals. Ten reasonable accommodation cases filed on behalf of persons with disabilities were resolved satisfactorily, with the accommodation sought being granted.

Testing by the Fair Housing Council during 2009 revealed discriminatory conduct in 25% of real estate sales tests conducted. Follow-up testing in 2010 has been hampered by the lack of HUD-FHIP funding to cover testing expenses. Insurance testing conducted in late 2009 shows evidence of continued redlining based on the racial make-up of neighborhoods.

The three most common types of discrimination complaints received by the council continue to be familial status, disability and race. Most of these complaints are resolved by the FHCCNY through negotiations and settlement with housing providers. Reasonable accommodations and modifications are the basis of most disability-related complaints, rather than refusal to rent. The willingness of housing providers to provide accessible parking spaces, and to allow the construction of ramps, or the possession of service animals are the primary issues confronted by individuals with disabilities. This is one area in which education of housing providers continues to be needed, and, with the exception of a few notable recalcitrant property owners, in which such education often resolves the complaints at hand.

New reasonable accommodation cases involving housing providers allowing disabled residents to have designated parking spaces, service animals, grab bars and other

accommodations were successfully negotiated by the Fair Housing Council during the past year.

Segregation of persons with disabilities within public and subsidized housing projects continues to be a concern. Since most new housing for persons with disabilities exists within elderly apartment complexes and others with one or two bedrooms, it remains difficult for families with children who also have a disabled family member to find suitable, accessible housing. The high poverty rate among households with a disabled member contributes to a situation whereby many such households are living in substandard and/or inaccessible dwellings. The use of public funds to improve housing stock in blighted neighborhoods, while a desirable goal in one respect, often has the unfortunate consequence of reinforcing segregation in those same neighborhoods. County-wide strategies to address the problem of affordable housing and blighted neighborhoods are needed in order to ensure that minority residents of blighted areas have the full range of affordable housing choices available to them in order to further reinforce racial and ethnic segregation, but this cannot be achieved by the city alone.

Predatory lending is a growing phenomenon which is linked to discrimination, although not always synonymous with it. Predatory lending, to the extent that it intersects with discrimination, does so when unscrupulous lenders employ abusive and fraudulent practices, target certain demographic groups or neighborhoods for the marketing of loan products which pose an inherent disadvantage to the borrower. Such loans often result in default and foreclosure. Senior citizens are often the targets of such practices, as are residents of predominantly minority neighborhoods.

One underlying condition which precipitates the rise of predatory lending in a given geographic area may be the unavailability of loans from traditional sources, such as neighborhood bank branches. In the City of Syracuse, only one bank branch remains in a neighborhood that is predominantly African-American. Over the past ten years, branches have closed or moved to suburban areas, leaving behind a demand for home loans and other services that may instead be met by opportunistic predatory lenders.

FHCCNY maintains a lending unit, with an emphasis on lending discrimination and predatory lending cases. This unit accepts complaints of illegal lending practices, collects and organizes relevant paperwork for complainants, provide pre-loan and default prevention counseling, advocates on behalf of predatory lending victims, refers meritorious cases to attorneys for legal assistance, and tracks and otherwise investigate the actions of companies accused of such practices.

We have successfully negotiated with banks for the reduction of amounts owing, including the forgiveness of principal in cases where we were able to show that loans were predicated on fraudulent appraisals.

Analysis of Impediments

The City of Syracuse contracted with the Fair Housing Council of Central New York Inc. to prepare an Analysis of Impediments (AI) to assess what barriers to the achievement of fair housing exist within the city. The AI was completed late in 2008. Citizen input, a thorough analysis of lending data, Census demographics and other relevant information was included in the document.

The Analysis of Impediments provides the basis for much of the information included in this section and is included in its entirety in **Appendix C**.

Updated Summary of the Analysis of Impediments

Impediments to fair housing choice are defined as those factors that may preclude an individual or family from living where they would freely choose to live, or that would cause them to live under less favorable circumstances than equal treatment under the law would dictate.

The purpose of the Analysis of Impediments was to continue identifying those barriers to equal housing opportunities within the City of Syracuse. Methods used included examination of housing and population data, conducting tests of illegal housing discrimination, evaluation of the perceptions and concerns of the area's residents and analyzing public policies and ordinances for their effects on fair housing choice. The study included an examination of the Home Mortgage Disclosure Act (HMDA) data, an evaluation of policies within the Section 8 Existing Housing Program, and practices in the real estate sales and rental markets.

The study was developed in accordance with guidelines established by the Department of Housing and Urban Development (HUD). HUD requires that such an analysis be conducted as a condition for receiving funds through the Community Development Block Grant (CDBG), HOME Investments Partnerships, and Emergency Shelter Grants (ESG) programs.

Federal fair housing laws prohibit discrimination on the basis of race, color, religion, national origin, sex, familial status, and disability. In addition, New York State human rights laws and the City of Syracuse and Onondaga County's Fair Practices Ordinances prohibit discrimination in housing on the basis of age, marital status, and sexual orientation. The study was conducted with these particular designations in mind.

Among the factors that may present impediments to fair housing choices are the availability and quality of public services, a shortage of handicap accessible dwellings, illegal housing discrimination, racial and ethnic steering in the real estate industry, redlining in the mortgage lending or insurance industries, access to affordable housing and the availability of certain types and sizes of housing.

Meet the Needs of Underserved

The primary use of public service funding is to address the needs of various subpopulations within the City of Syracuse. These include youth, seniors, the disabled, low-income tenants, those with AIDS/HIV as well as ethnic and racial minorities such as Latinos and Southeast Asians. The primary obstacle to meeting the needs of these various populations is the ability to link the resources funded through the block grant with those they seek to serve.

To address this need, the City is encouraging and weighting applications for funding on the basis of whether they are located in or around one of the City-owned community centers. These include the Southwest Community Center, the Northeast Community Center and the Westcott Community Center. By consolidating services in the center of the community, each becomes more visible and approachable with a greater likelihood of reaching the intended recipients of these services.

Combining and encouraging the co-location of these various services within the City's existing community centers also will reduce the overhead required to operate each of these programs. Rents, utilities, and other costs associated with administering individual programs can be shared in one facility, thus allowing block grant money to address more individuals rather than maintaining separate offices throughout the city.

The City is committed to furthering this goal of consolidating service organizations within its community centers by investing both in the programming and infrastructure of the buildings that house them. The City's community centers must be viewed as centralized assets that all residents and stakeholders can access. In the future, it is anticipated that each school building will be used to expand this concept to provide extended services beyond the school day and year so that each of the city's neighborhoods has a community center within a short walk of their front door with the knowledge that each is open to all of the city's residents.

Leveraging Resources

Public and private resources used to leverage HUD funding included:

CITY FUNDS (Non HUD):

Community Initiatives Projects:

Midland Lincoln Bellevue	\$3,000,000
Skunk City	\$2,000,000
Sackett Tract.....	\$1,000,000

Trolley Lot:

West Kennedy Street.....	\$500,000
Loguen Homes.....	\$500,000
Prospect Hill Demolition	\$500,000
Eastwood Five-Star Program.....	\$100,000

Other Grant Sources:

ARRA Funds:

CDBG-R

Blight Removal through Housing Partners	\$720,000
City Sponsored Scattered Site Demolition	\$480,000
Urgent Care Home Improvement Program	\$450,797
Homeless Prevention and Rapid Re-housing Program (HPRP).....	\$2,524,997

NYS Funding:

NYS DHCR, NYS AHC, NYS RESTORE, Syracuse University, Near Westside Initiative	\$891,983.66
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Private Funding:

Home HeadQuarters Mortgage Financing	\$1,631,181
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Capital Improvement Program

The City's annual Capital Improvement Program includes projects which compliment, enhance, and advance the revitalization initiatives set forth in the City's Consolidated Plan. **Appendix D** contains pages from the City of Syracuse Capital Improvement Plan 2006-2011 which covers City of Syracuse FY 2005/2006 through 2010/2011. Many of these projects are supportive of, and integral to the advancement of goals contained within the City's Consolidated Plan.

Managing the Process

The City of Syracuse Department of Neighborhood & Business Development (NBD) is the responsible entity for preparing the Consolidated Plan for the City. Within NBD are various subdivisions that administer the CDBG, HOME, and ESG programs that deal directly with housing and community development needs.

NBD consists of the following subdivisions:

Neighborhood Development

This division will be responsible for administering the Community Development Block Grant and will work with non-profit housing agencies and private developers to implement their housing and neighborhood revitalization plans as submitted to NBD.

Lead Hazard Control Program

This division administers several special purpose grants from HUD to address lead issues relating to housing. The age of the City's housing stock and the number of small children living within the City underscores the importance and urgent need for this division. A full description of the Lead Control Program may be found in the Lead Abatement Activities section.

Division of Business Development

While CDBG funds are used for direct financial assistance to for-profit entities through this office, the Office of Business Development assists in bringing together many business-related programs to create an environment that encourages commercial growth.

Code Enforcement

Responsible for enforcing building code regulations, this division consists of code inspectors responsible for various sections of the City. Within the Division of Code Enforcement are the following specialized offices including:

- **Permits, Certificates and Elevator Inspections** – As the name suggests, this office issues permits and Certificates of Adequacy and Occupancy through a streamlined process that works closely with the City's Zoning Department.
- **Housing and Construction Inspections** – This office takes housing-related complaints and follows up by performing inspections where needed. This office also maintains the Code Enforcement database and tracks active cases through to its amelioration.
- **Mechanical Inspections** – Building inspections are performed on a regular basis through this Office regarding fire suppression as well as heating, ventilation and air conditions (HVAC) systems. Any violations are reported into the City Codes database and are addressed through the set procedures in the system.
- **Operations** – This office maintains a database of the City's vacant property. Crews are sent to board up vacant, dilapidated housing securing them from the elements as well as to protect people from the dangers that an abandoned structure can pose.

Grants Management, Program Evaluation & Monitoring – This office administers the finances for the various divisions as well as all loans made to housing developers and individuals.

Selected Stages of the Consolidated Plan Process

NBD staff formulated the consolidated plan through a series of events that included data review and calculation in conjunction with a comprehensive series of meeting and events with agencies, businesses, and neighborhood residents.

***Please note:** The Community Development Advisory Committee (CDAC), which reviewed applications for CDBG funding and offered recommendations to NBD, was disbanded after its participation in the Year 36 application process. For more information, please see “Citizen Participation” below.*

1. Identification of housing and community development needs through the neighborhood plans based on the citizen based planning efforts.
2. CDBG, HOME, and ESG request for proposals are distributed to agencies, organizations, Community Development Advisory Committee (CDAC) members, and other individuals/agencies/organizations that have requested to be added to a mailing list. Availability is also advertised at all TNT meetings and a display ad is placed in the Syracuse newspaper The Post Standard.
3. CDAC subcommittees review all applications, prioritize applications, and prepare budget recommendations for the Commissioner of Neighborhood and Business Development.
4. ESG applications are reviewed and recommended for funding to the Common Council in the Draft Plan by the Syracuse Homeless Taskforce, which includes representatives of government, public housing, and service providers who have an interest in discussing poverty and homelessness issues.
5. A full CDAC meeting is held to determine final recommendations and draft allocations.
6. Public meeting(s) are held to determine the views of citizens on housing and community development needs, including priority non-housing community development needs. This occurs before the draft Annual or Five Year Consolidated plan is published for comment.
7. Preparation of a draft use of funds for the upcoming year called the draft Annual Action Plan or the draft Five Year Strategic Plan (Consolidated Plan) takes place in January.
8. A Public Meeting is held, sponsored by NBD, when the draft Annual Action Plan or draft Five Year Consolidated Plan is available for public review and comment. This starts the 30-day comment period. Citizens are invited and encouraged to comment at the public meeting and during the 30-day comment period following the public meeting.

9. The CDAC, Commissioner of Neighborhood & Business Development, NBD staff, and the Common Council Subcommittee of Neighborhood Preservation, Downtown & Metropolitan Planning (Homeless and Housing Vulnerable) meet to review comments, recommendations, and draft budget.
10. The Syracuse Common Council holds a Public Hearing and makes formal approval of the final Annual Action Plan or Five Year Consolidated Plan in March. Once approval has been received from the Common Council, the Consolidated Plan is submitted to HUD for approval.
11. Throughout the year, NBD staff to review and evaluate funded programs and agencies, as well as conduct onsite monitoring visits.
12. On occasion during the year, it might be necessary to change the use of the money already budgeted in an Annual Action Plan, or to change the priorities established in the Five Year Strategic Plan (Consolidated Plan). In that case, a formal substantial amendment will be proposed, considered and acted upon.

Description of a substantial amendment and necessary procedures is outlined further in the Citizen Participation Plan.

After a program year is complete, a Consolidated Performance and Evaluation Report (CAPER) will be drafted by NBD. A 15-day public review and comment period is required prior to a public hearing being held by NBD. A public hearing is held prior to the CAPER being submitted to HUD which must occur prior to the July 30 submission of the CAPER to HUD.

Citizen Participation

The City of Syracuse's Citizen Participation Plan provides information on how residents, institutions, businesses, and community organizations may participate in the development of the City's Consolidated Plan and other related documents. The Citizen Participation Plan focuses on the inclusion of residents in (1) the development of a Consolidated Plan; (2) annual Action Plan; (3) Annual Performance Report; and (4) amendments to the Consolidated Plan or Action Plan. The Citizen Participation Plan also describes the participation of the Community Development Advisory Committee (CDAC), Tomorrow's Neighborhoods Today (TNT), the city's neighborhood planning entity, and F.O.C.U.S. group. Copies of the City of Syracuse's Citizen Participation Plan are available from NBD.

Please note: *The Citizen Participation Plan referenced herein has been significantly revised and was sent to HUD for approval in June 2011. Please see "Community Development Advisory Committee (CDAC)" below for more information. The revised Citizen Participation Plan (awaiting approval from HUD) is attached in **Appendix J**.*

Tomorrow's Neighborhoods Today

The City's primary vehicle for citizen participation is Tomorrow's Neighborhoods Today (TNT), an NBD initiative designed to build on the strength of the neighborhood associations and individual citizens who care about their neighborhoods, as well as the human service agencies and businesses who serve these neighborhoods.

Through TNT, the City and its citizens have established eight Planning Councils and extend the opportunity to all city residents, agencies, and businesses for involvement in neighborhood planning. An ordinance passed in 1999 established TNT Planning Councils as the primary vehicle through which neighborhood associations, residents, and agencies gain access to the City's neighborhood planning process. Most notable is the enhanced relationship of the City's operating and capital budgeting process to the TNT-created neighborhood plans. Over the last several years NBD staff has worked with the Planning Councils to complete these neighborhood plans. These plans serve an incredibly important role in guiding city services and in setting a vision for these neighborhoods to strive for.

The TNT Planning Councils have three primary roles: Convening, Facilitating, and Planning. They function as the "community round table" for neighborhood concerns. The volunteer leaders convene and facilitate the council meetings, bringing together interested and necessary parties to create strategies and plans that address neighborhood issues.

Structure of TNT Planning Councils

The City is divided into eight Planning Areas. Six of these (Areas 2-7) are primarily residential, one is downtown, and one is in the City's lakefront. Each of the neighborhood-based Planning Areas encompasses an approximately equal number of parks, libraries, and public schools. Each also has a least one clearly identified business district. Each neighborhood-based Area represents a number of distinct neighborhoods, many of which have active neighborhood associations.

The Area configuration represents a desire to bring together distinctly different neighborhoods who occupy a section of the City (east, north, south, west) and share common resources (parks, libraries, schools) but who often do not interact with each other (Brighton and Strathmore, or Near East and University, for example). In this way, the Areas of the City with fewer material resources, but often more citizen action, have collectively developed a plan with the sections of the Area with more resources, enabling the Area to draw upon the resources and strengths of all the neighborhoods in the Area.

Composition and Membership

There is one TNT Planning Council for each Area. The Planning Council is democratically organized and determines and utilizes methods of public participation that are open to all stakeholders in the Area. This includes public forums, mass surveys, both door-to-door and mail, as well as targeted recruitment to include under-represented groups.

The Planning Council consists of a resident majority (51 percent or more) as the core of its members. These resident members may also be business owners, agency staff, or members of neighborhood associations. The rest of the Area Planning Council membership may be made up of other neighborhood stakeholders, including institutional representatives, agency personnel, and businesses located in the Area. Area agencies and institutions are strongly encouraged to attend in conjunction with neighborhood residents who use their services, and whose leadership the agency or institution is developing or supporting. Individual residents who may or may not be part of an existing neighborhood association are encouraged to participate in planning councils.

In addition to general resident participation, each existing and developing neighborhood association may have a representative seat on the Area Planning Council within the Area in which it operates. A team of 2-9 volunteer facilitators who reside in and/or have a stake in the Area, and who are appointed or elected by the general planning council members leads each TNT Planning Council. The facilitation teams currently are made up of 85 percent residents, with the other 15 percent from social service agencies, pastors of churches, or business owners in the communities.

City Support

An employee from each of the following city departments is assigned by the head of each operating department to attend each full Area meeting: NBD, Police, Public Works, Parks and Recreation, Office of Economic Development, and Code Enforcement. These city workers are available at their Area meetings to take individual complaints on short-term issues of concern to neighborhood residents, businesses and agencies, and they assist in the development of feasible, realistic plans for the Areas.

F.O.C.U.S. Greater Syracuse

F.O.C.U.S. is continuing to gather neighbors' hopes and ideas that will help contribute to the foundation of our community's future. Ten years ago F.O.C.U.S. provided the opportunity that allowed for thousands of citizens to identify their visions and ambitions for the Central New York area. This was an essential attribute in forming the groundwork for numerous planning and grant seeking organizations in both the City and County. TNT and F.O.C.U.S. originally started working together in order to set the overall visions for the city's planning areas. They will be holding

more visioning sessions to allow for the ideas of the community to be presented in order to start planning for the next ten years.

Over the past decade F.O.C.U.S. has successfully built community capacity for organizations and individuals of all ages and will continue to do so through their upcoming visioning sessions. The main focus of these visioning sessions is going to be geared towards the youth of our community, because they will be inheriting the goals of the future.

Community Development Advisory Committee (CDAC)

The now-defunct Community Development Advisory Committee (CDAC) was the primary mechanism for citizen advisement on the allocation of the Community Development Block Grant and the development of the Consolidated Plan. The CDAC reviewed applications and made recommendations on all activities related to CDBG before their final presentation to the Common Council and the Mayor.

The CDAC consisted of 27 members, including:

- **Appointments** - Five Mayoral appointments; five Common Council appointments; and one from each of the eight TNT Areas.
- **Petition Membership** - Eight members were selected by a petitioning process. Each representative must secure signatures from a minimum of 20 residents who reside within the TNT area they represent.
- **One At-Large Petitioner** - Represents the CDAC on a city-wide basis.

The chair of the CDAC was drawn from the citizen-petitioned members. Other officers were elected from any of the CDAC members. The CDAC was organized into four subcommittees: Housing, Economic Development, Public Services, and Parks & Public Improvements. These sub-committees reviewed CDBG funding requests in their topic area, interviewed agency and association applicants, worked with NBD staff to monitor progress from year to year, and recommended funding requests to the Common Council.

Please note: *The Community Development Advisory Committee (CDAC) has now been replaced by an RFP selection committee, with representatives from the Mayor's Citizens Cabinet as well as local foundations and agencies. For more information, please see the revised Citizen Participation Plan (awaiting approval from HUD) in **Appendix J**.*

Better Neighborhoods Bureau

The Better Neighborhoods Bureau is the center of constituent services for the Mayor's Office. The Bureau addresses neighborhood complaints and works with City departments to deliver timely responses to citizens' concerns. Bureau staff seek out efficient and innovative methods to deliver city services throughout Syracuse.


Public Notice

A display ad was published in the July 11, 2011 Syracuse Post Standard announcing the availability of the Year 36 CAPER, as well as the beginning of a 15-day comment period and a public hearing to be held on July 28, 2011.

PAGE C-8 THE POST-STANDARD Monday, July 11, 2011

& More

Legals/Public N



Stephanie A. Miner, Mayor Paul Driscoll, Commissioner

CITY OF SYRACUSE, NEW YORK
DEPARTMENT OF NEIGHBORHOOD & BUSINESS DEVELOPMENT
Notice of Public Meeting and the Availability of the
2010-2011 (Year 36) Consolidated Annual Performance
and Evaluation Report (CAPER)


In accordance with the City of Syracuse Department of Neighborhood & Business Development (NBD) Citizen Participation Plan developed under requirements of the Housing and Community Development Act of 1974, NBD announces its intent to submit a **Consolidated Annual Performance and Evaluation Report (CAPER)** for 2010-2011 (Year 36) to the U.S. Department of Housing and Urban Development (HUD). The CAPER will be available to the public on Wednesday, July 13, 2011, which marks the beginning of a 15-day public comment period.

A public meeting will be held on **Thursday, July 28, 2011 at 12:00 p.m. in Room 215 (Syrastat)**, City Hall, 233 E. Washington Street to present the CAPER. At this meeting, NBD will hear comments and recommendations from community residents pertaining to the expenditures of funds for essential programs that may be needed to serve eligible populations in the city's revitalization areas. Accommodations for persons with disabilities or non-English speaking persons will be made by request. Please place your request by calling (315) 448-8100 at least three business days prior to the meeting.

Comments on the CAPER will be accepted until Thursday, July 28, 2011 at 5:00 p.m. To download a copy of the CAPER, please visit the City of Syracuse website at www.syracuse.com. To request a hard copy of the CAPER, or to submit comments regarding the CAPER, please contact NBD:

E-mail: nbd@ci.syracuse.ny.us
 Mail: **Paul Driscoll, Commissioner**
Dept. of Neighborhood & Business Development
233 E. Washington Street, Room 312
Syracuse, New York 13202

The City of Syracuse complies with 31 CFR Part 51 and does not discriminate in access to facilities, programs, services, or activities on the basis of race, color, sex, creed, marital status, national origin, or disability.



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[Intentionally left blank to comment on turnout and comments from the public hearing and comment period]

Program Expenditures and Geographic Distribution

The CDBG Financial Summary Report (PR26) can be found in **Appendix E**. This report contains a summary of resources, CDBG expenditures, percent of low/mod benefit, Public Service and Planning and Administration cap calculations.

Included in **Appendix F** is a map of HUD designated low/mod income Census Tract block groups, as well as a table listing percentage of low/mod income residents per census tract.

Institutional Structure

The City of Syracuse's Department of Neighborhood & Business Development (NBD) is responsible for carrying out the various components of the Consolidated Plan for the City. Through its management and oversight of the various divisions which make up the Department, NBD will be able to execute this plan to address specific concerns centered on administering the CDBG, HOME, and ESG programs that deal directly with housing and community development needs. This is made possible through the relationships with the following:

Housing Services

Various programs within NBD have interactions with non-profit housing agencies and residents in neighborhoods to determine the housing needs for Syracuse. The following is a list of non-profits focusing on housing needs:

- Christopher Community
- Covenant Housing
- Empire Housing and Development Corporation
- Home HeadQuarters
- Housing Visions
- Jubilee Homes of Syracuse, Inc.
- Northeast Hawley Development Association (NEHDA)
- Southeast Gateway Development Corporation
- Syracuse Model Neighborhood Corporation

The Hub and Spoke Model and the Block-by-Block Approach

The major change incorporated into the Five Year Plan is the employment of a Hub and Spoke Model the in reshaping the city's housing delivery network along with a block-by-block approach to neighborhood revitalization.

NBD intends to work with the city's neighborhood housing agencies to develop a block approach to neighborhood revitalization. Rather than accepting proposal on specific addresses, NBD will work with these neighborhood housing agencies to develop strategies that incorporate rehabilitation of dilapidated housing, demolition and/or deconstruction when necessary, resubdivision of land, and new construction of housing when appropriate. For the existing residents of the block, loan and curb appeal grant programs will be administered through Home HeadQuarters, and each agency will be encouraged to co-develop real estate projects with Home HeadQuarters to achieve consistency and economies of scale. The neighborhood agencies will bring local contractors into the execution of these block plans and both market the housing and counsel the potential homeowners at a grass roots level.

The following is a brief description of these CDBG-funded neighborhood housing partners.

Home HeadQuarters, Inc. (HHQ)

A key aspect of the Hub and Spoke Model is the recognition of Home HeadQuarters as the hub this network. Home HeadQuarters fits this position in its role as Community Development Financial Institution (CDFI), administer of grant programs,

and its ability to access capital to acquire, demolish, construct, and rehabilitate housing in conjunction with other agencies.

Syracuse Model Neighborhood Corporation, Inc. (SMNC)

SMNC owns 101 buildings containing 234 apartments designated for low-income rental on the South and West sides of the city. These properties require annual capital improvements of at least \$200,000. This serves a crucial role in maintaining the existing housing stock, providing decent and affordable rental housing for the residents of the Southside.

SMNC also rehabilitates vacant homes and sparingly constructs new single-family housing for infill development.

Jubilee Homes of Syracuse, Inc.

Jubilee Homes serves the Southwest-side of Syracuse through continued improvement of the neighborhood housing stock through new construction, rehabilitation, and homeownership, as well as providing social service programs, economic development training, and long-term neighborhood revitalization.

Jubilee's Southwest Economic Business Resource Center offers computer and business classes as well as individual counseling. Jubilee is currently expanding the Urban Delights Farmstand Project to include a more extensive farming component, and Jubilee has also implemented a second cycle of its YouthBuild Program which will help young people ages 16 to 24 obtain their GED while engaged in construction training.

Northeast Hawley Development Association, Inc. (NEHDA)

The Northeast Hawley Development Association (NEHDA) serves the City's Northside neighborhood, partnering with both the City and sister agencies on a number of residential and commercial redevelopment efforts. NEHDA's primary role is to provide housing counseling and outreach to Northside residents to market City programs such as the Butternut Street Commercial Façade Improvement Program and was a co-applicant on the City's Main Street program that provided both public and private streetscape improvements on N. Salina Street corridor.

Southeast Gateway Development Corporation, Inc. (Gateway)

Gateway is a grassroots organization on the City's Southside that seeks to provide homeownership opportunities in that neighborhood. Owners and managers of Ashley Arms, a 12-unit Victorian residence on South Salina Street provides income for the organization to provide a similar role that NEHDA plays on the Northside.

Gateway has co-developed several projects with HHQ for conveyance to Gateway's Lease-Purchase Program where tenants of Gateway-owned housing are groomed for homeownership. Gateway is the only agency to have its neighborhood development plan approved by the Common Council as the city's development guidance tool for the South Salina Corridor.

Empire Housing

Empire Housing acts as a utility developer in mainly stable neighborhoods, rehabilitating dilapidated structures for homeownership. Empire has secured New York State Affordable Housing Corporation (AHC) funds that allows up to \$20,000 of rehab improvements for new owner-occupants. These funds are often used in concert with other rehabilitation projects and partners.

Division of Business Development

NBD's economic development strategy stems from consultation with all of the agencies involved in local economic development and neighborhood groups. By consulting with the various entities listed below, the NBD is able to leverage its efforts without duplicating other on-going efforts:

- CenterState CEO (formerly the Metropolitan Development Association)
- Central New York Regional Planning Board
- Economic Growth Council
- Empire State Development
- Greater Syracuse Chamber of Commerce
- Lakefront Development Corporation
- National Grid Power Company
- New York State Economic Development Zone Program
- New York State Small Business Development Center
- Onondaga County Office of Economic Development
- Southwest Economic Business Resource Center
- Syracuse Onondaga County Planning Agency
- Syracuse Industrial Development Agency (SIDA)
- Syracuse Economic Development Corporation (SEDCO)
- US Small Business Association

Division of Lead Hazard Control

The Lead Hazard Control Program is linked to the community through various organizations and partners to educate children and their families about the effects and prevention of lead poisoning. Our outreach and education is made possible with links to the following:

- Girls Inc. of CNY/YWCA
- Home Headquarters, Inc.
- Huntington Family Centers, Inc.
- Center for New Americans/InterFaith Works of CNY
- Dunbar Center
- Jobs Plus
- Onondaga County Health Department
- Onondaga County Lead Program
- Southwest Community Center
- Syracuse Educational Opportunity Centers
- Syracuse Housing Authority
- Syracuse Northeast Community Center
- Westcott Community Center

Homeless Services

Planning and needs assessment for homeless and homeless prevention in the City of Syracuse is determined through the Homeless Task Force. The Task Force works to provide insight into services needed for homeless individuals and families as well as specific services to address unique needs of several sub-populations. The Task Force works with many entities including the following to prevent duplication of services to best utilize funding resources in the community. Service implementation will be provided through the following agencies:

- Catholic Charities
- Chadwick Residence
- Liberty Resources
- Northeast Community Center
- Rescue Mission
- Salvation Army
- Vera House
- YMCA/YWCA

Public Services

The City of Syracuse also works closely with agencies providing various community development services which focus on the needs of various persons such as the elderly, disabled, youth, and minority within the different neighborhoods of the City:

- ARISE Child and Family Services, Inc.
- Boy's and Girl's Club
- Catholic Charities
- Center for Community Alternatives
- Dunbar Association
- Faith Hope Community Center
- Greater Syracuse Tenants Network
- Hiscock Legal Aid
- Huntington Family Center
- InterFaith Works
- North Area Athletic Club
- Northeast Community Center
- On Point for College
- Open Hand Theater
- P.E.A.C.E.
- Southwest Community Center
- Spanish Action League
- Syracuse Golden Gloves
- Westcott Community Center
- YMCA/YWCA

Other Governmental Entities:

- County of Onondaga
- Onondaga County Industrial Development Agency
- New York State Historic Preservation Office

Monitoring

Program monitoring starts with a detailed scope of service that is included with each agency's funding contract. The scope of service acts as a template for a comprehensive reporting process which identifies key indicators of program success as they relate to activities identified in their contracts. The quarterly Syrastat report serves as a mechanism to continuously monitor the progress of each program throughout the funding year. Quantitative indicators that identify outcome shortcomings warrant technical service intervention by the grantee. In addition to the quarterly reporting, sub-recipient contracts are also monitored through desk reviews to identify appropriate, required documentation as well as site visits to funded agencies. Site visits are prompted by completing a Risk Assessment at the beginning of the Program Year. If warranted, a second monitoring visit is scheduled during the program year to address any identified issues.

Monitoring is a continuous process to determine the extent to which the assisted programs and services are meeting their stated objectives and are in compliance with HUD requirements set forth by 24 CFR Part 85 and 24 CFR 570 as well as other New York State and local regulations and laws. The process will be done through on-site visitations and regular in-house reviews of quarterly performance reports and payment requests.

Specifically, the programs to be evaluated and monitored will be those conducted with the use of CDBG, ESG, and HOME funding. Subrecipients may include private entities, non-profit agencies and City Departments.

Objectives

Monitoring will be used to identify specific compliance deficiencies, corrective actions, and reinforce or improve grantee performance by providing guidance and making recommendations. Specific objectives of monitoring include the following:

1. Verification of the accuracy of subrecipients' records;
2. Confirmation of the accuracy of information presented in the Consolidated Annual Performance and Evaluation Report (CAPER);
3. Verification that grantees' use of funds is consistent with their stated objectives; and
4. Identification of potential problems or the apparent causes of actual problems and offer recommendations for corrective actions.

Guidelines

The frequency and intensity of monitoring will be determined for each subrecipient by an annual assessment of several risk factors associated with the administration of the assisted activity or service. The following criteria are used to determine the level of risk that will then determine the scope of monitoring activities to be undertaken:

1. The type of activity being assisted;
2. Whether the funded activity provides a direct benefit that is consistent with at least one national objective;
3. The amount of CDBG/HOME/ESG funding being provided;
4. The number of years that the program or service has been federally funded;
5. The agency's prior history and level of success in administering CDBG funded and other types of programming;
6. Recent staff turnover, particularly CDBG funded staff; and

7. The program's track record with regard to problems and problem resolution.

The minimum level of monitoring will consist of in-house reviews on a monthly basis of the subrecipient's performance reports and the supporting documentation submitted with their requests for reimbursement. The performance report will be examined to determine if the actual accomplishments meet the stated goals and objectives contained in the subrecipient agreement. This examination will also determine if time schedules are met and whether projected work units, caseloads, or other performance goals are achieved. Subrecipient requests for payment will be approved only if the request includes program reports and back-up documentation, the request complies with the subrecipient agreement, reimbursements are for eligible costs and are reasonable, and if the program is still operational.

Additional monitoring activities will be undertaken as needed including increased telephone contacts, more frequent on-site visits, and requests for additional program and financial information.

NBD will prepare a CAPER that assesses the overall progress of the Consolidated Plan. The Syracuse Urban Renewal Agency accounting division prepares financial reports to assure that actual expenditures have been allocated properly and that financial controls are properly implemented.

Evaluations

The evaluation process will seek to determine the effect of assisted programs and services in achieving HUD national objectives and other specific goals and objectives of the Consolidated Plan. Evaluations will be conducted with the use of a structured performance measurement system. The evaluation process will compare the agency's objectives in their CDBG contract to the actual results achieved. This will determine if objectives are being met and help locate areas that need improvement.

Objectives

The quantifiable objectives within this plan are determined by NBD after identifying specific needs within the community and obtaining input from neighborhood planning groups. The focus of evaluation will be to measure actual progress in addressing those community needs and determining to what extent each of the assisted programs contributed to overall progress. This process will draw a distinction between the efficiency of programs and their effectiveness. Evaluation of programming will generate information needed to:

1. Determine community progress towards achieving the goals of the Consolidated Plan;
2. Drive the grantee selection process and allocate resources more effectively;
3. Identify areas in need of improvement;
4. Engage in benchmarking to identify best practices in the delivery of services;
5. Provide a basis for comparing the achievements of assisted programs with those in other communities; and
6. Continually improve and refine the performance measurement system.

SyraStat

The City of Syracuse uses a quality control center known as "SyraStat" as a management tool that develops and employs specific strategies and measures results on a regular basis. This allows the City to identify areas for cost saving, improved efficiency, and quality programs. The principles of SyraStat are: accurate

and timely intelligence to ensure the most complete analysis possible; effective tactics and strategies to ensure proactive solutions; rapid deployment of resources to quickly address city problems; and relentless follow-up and assessment to ensure that problems do not reoccur.

Lead-based Paint

The City of Syracuse provides qualified homeowners and landlords financial assistance to help reduce lead-based paint hazards in residential housing. The HUD Office of Healthy Homes and Lead Hazard Control funds are utilized to reduce the lead-based paint hazards in eligible housing. The Lead Hazard Control Program works in conjunction within the EPA guidelines. Eligibility is based on lower income housing, pre-1978 housing stock and the presence of children under the age of six in the home. Outreach is targeted to lower income neighborhoods to inform homeowners and tenants of potential lead-based paint hazards in their homes and the opportunity to mitigate them. The Syracuse Lead Hazard Control Program is partnered with six community-based organizations and the Onondaga County Health Department – Lead Poisoning Division. CDBG funding provided \$458,823 to the program which enabled the City of Syracuse to leverage additional funding.

From May 1, 2010 until April 30, 2011, the City of Syracuse provided the following services, programs and outreach to City residents.

- **Lead Inspection/Risk Assessments** were completed for a total of 273 units. The assessments were used to identify lead-based paint hazards in the units. Work specifications were provided for the use of interim control to reduce the hazards.
- **Clearances** were completed for a total of 274 units. The City of Syracuse was able to reduce lead-based paint hazards through interim control with the funding granted by HUD. All work was performed in accordance with 24 CFR 35.1330 regulations.
- **Lead Safe Work Practice** training was taught to a total of 122 individuals. These individuals were taught how to contain the work area, minimize dust and clean up thoroughly.
- Over 17,194 people **received information regarding lead-based paint hazards** in homes. The community education and outreach was conducted through 32 events.

A listing of Lead Hazard Control projects completed during Program Year 36 can be found in **Appendix G**.

HOUSING

Housing Needs

The Syracuse Department of Neighborhood and Business Development established a five-year needs summary relating to housing needs in the 2010-2014 Consolidated Plan. The following provides a description of actions taken to foster and maintain affordable housing in the City of Syracuse.

Specific Housing Objectives

Objective: Provide decent, affordable housing options for renters and owners

Housing options for renters

Providing decent, affordable housing options for renters is very important in the City of Syracuse. Currently, around two-thirds of all residential units in the city are renter-occupied. For this reason, the Department is committed to improving the quality of rental apartment units wherever possible as well as ensuring the availability of affordable rental units for those who wish to rent or cannot afford to buy their homes. NBD has implemented or supports several programs that address varying aspects of the rental housing market.

HOME Program

The City of Syracuse HOME Program is designed to assist investor-owners in making improvements to their rental units. The HOME Program utilizes HOME funds for use by for-profit and non-profit housing developers, which rehabilitate or newly construct housing for inclusion into their rental management portfolio. Over the past program year several HOME funded rental projects have been in the planning phase. These include providing HOME funding for the rehabilitation of dozens of affordable units.

Maintenance of Rental Property by Non-profits

Syracuse Model Neighborhood Corporation (SMNC) owns and manages 232 rental units in the Brighton, Southside, and Southwest neighborhoods. This large inventory requires ongoing and sometimes substantial maintenance, in addition to occasional major rehabilitation. SMNC receives administrative funds for this purpose.

Lead Hazard Control Program

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A listing of Lead Hazard Control projects completed during Program Year 36 can be found in **Appendix G**.

Greater Syracuse Tenants Network

The Greater Syracuse Tenants Network works with tenants to expand and preserve the availability of low-income housing through the creation and containment of tenant self-help programs for the purpose of improving the living conditions in low-income housing complexes. The tenants work together to address issues of crime, safety, drugs, and other quality of life issues.

Annual Accomplishments:

- Worked with a total of 141 individual clients, 84 percent of which were extremely low income
- Coordinated and/or attended a total of 85 tenant association meetings
- Regularly distributed the Tenants Network News to an average of 450 recipients

Obstacles to Accomplishments:

- Lack of financial resources for rental assistance
- Reluctance of neighborhoods to accept low-income housing
- Numerous projects with lead based paint problems
- Increase in cost of construction materials
- Aged housing stock
- Lack of funding resulting in part-time hours for agency staff

Housing Options for Homeowners

1% Home Improvement Buy-Down Program

This past year, NBD funded a new line item with CDBG funds called the 1% Home Improvement Buy-Down Program. This program uses public funds to “buy-down”

the interest rate of a typical Home Improvement loan to 1 percent. Home HeadQuarters administers this program by using private capital they raise through the CDFI fund and through private banks and lend that money out directly to the homeowner. The program is designed to assist low- and moderate-income owner-occupants with urgent home repairs. Home HeadQuarters provides assistance in inspecting their home for structural defects, selecting contractors, underwriting services.

During this year, Home HeadQuarters conducted outreach to potential clients; provided intake and assessment of eligibility for potential clients; provided loan processing and underwriting services; conducted inspections, wrote specs, assisted customers with bidding, and provided overall construction management services, and ensured that work was being done to clients' satisfaction. As a result of these activities, 96 homes were constructed or rehabilitated during the year, as shown in the following table:

HHQ Home Improvement Program							
Census Tract	# of Loans	Census Tract	# of Loans	Census Tract	# of Loans	Census Tract	# of Loans
1	0	17.02	0	36.01	0	53	3
2	2	18	2	36.03	1	54	5
3	2	19	3	38	5	55	1
4	5	20	1	39	5	56.01	0
5	0	21	3	40	1	56.02	0
6	3	22	0	42	0	57	1
7	1	23	1	43	0	58	4
8	4	24	2	44	0	59	6
9	2	27	0	45	0	60	4
10	3	28	0	46	1	61.01	2
13	0	29	0	48	0	61.02	0
14	3	30	0	49	2	61.03	3
15	1	32	0	50	0		
16	0	34	0	51	6		
17.01	1	35	0	52	7	TOTAL	96

Syracuse Homeowner Assistance Repair Program (SHARP)

SHARP, also administered by Home HeadQuarters, provides low-income owner-occupants in the City of Syracuse with grants for minor home repairs. The agency provides assistance to customers throughout the application and construction process. Home Headquaters coordinates activities with other non-profits, including Catholic Charities, Jubilee Homes, Northeast Hawley Development Association (NEHDA), and Southside Interfaith Community Development Corporation.

During the program year, Home HeadQuarters and program partners conducted outreach to potential clients; provided intake and assessment of eligibility for potential clients; provided loan processing and underwriting services; conducted inspections, wrote specs, assisted customers with bidding, and provided overall

construction management services; and ensured that work was being done to clients' satisfaction. The 129 projects were completed throughout the City as shown in the following table.

HHQ SHARP							
Census Tract	# of Loans	Census Tract	# of Loans	Census Tract	# of Loans	Census Tract	# of Loans
1	0	17.02	0	36.01	4	53	7
2	2	18	0	36.03	2	54	5
3	0	19	3	38	8	55	2
4	4	20	0	39	6	56.01	0
5	1	21	6	40	2	56.02	0
6	0	22	0	42	0	57	2
7	2	23	0	43	0	58	8
8	3	24	4	44	1	59	5
9	1	27	1	45	1	60	7
10	1	28	1	46	1	61.01	4
13	0	29	1	48	0	61.02	0
14	1	30	3	49	0	61.03	2
15	0	32	0	50	3		
16	0	34	0	51	8		
17.01	1	35	2	52	14	TOTAL	129

Annual Accomplishments:

- Served a total of 129 applicants 42 percent of which were female headed households
- 70 percent of the clients served represented minority households
- Of the total number of clients served, 50 percent were low-income, 35 percent were very low-income, and
- 15 percent were extremely low-income

Foreclosure Prevention Program

The purpose of this program is to provide counseling to help homeowners better understand their household finances and to understand the foreclosure process and related timelines. Also, borrowers need assistance with loss mitigation such as foreclosure prevention options, litigate cases whenever appropriate and assert client-rights from high-cost and predatory loans.

Due to a national moratorium on processing foreclosures put in place in late 2008 and early 2009, foreclosure sales during the first half of 2009 fell significantly. Beginning in late 2008, several national mortgage servicers, with major investors such as Fannie Mae, temporarily slowed or halted the processing of foreclosures to allow for new loss mitigation policies to be put in place. Consequently, few foreclosures proceeded to final sale during the first several months of 2009, driving down foreclosure sales totals for the period.

Additionally, a major scandal broke involving multiple national lenders and the use of "Robo-signers" to produce foreclosure filings. This highly questionable and illegal

practice resulted in yet another national moratorium to allow banks to verify they had the right to foreclose.

It is critical to understand that although the reported numbers are lower than the previous year, it is not an indication that the crisis has cleared, but that fewer banks are willing to file *lis pendens* notices. Statistics will reflect that many households required extensive counseling and were repeat customers. Also, significantly more counseling hours per client were spent to resolve increasingly complicated cases. We anticipate an increase in the number of filings once banks have established an effective loss mitigation process.

Annual Accomplishments

- There were 20 clients that attended initial intake appointments between May 1, 2010 and April 30, 2011, 40% of which were female headed households.

Over the past year, Home HeadQuarters provided city residents with financial assistance to help bring their mortgages current and prevent foreclosures; this prevented 20 foreclosures within the City of Syracuse.

HHQ - Number of Foreclosures Prevented							
Census Tract	# of foreclosures prevented	Census Tract	# of foreclosures prevented	Census Tract	# of foreclosures prevented	Census Tract	# of foreclosures prevented
1	0	17.02	1	36.01	0	53	1
2	0	18	0	36.03	0	54	0
3	1	19	0	38	0	55	0
4	1	20	1	39	0	56.01	0
5	0	21	0	40	0	56.02	0
6	0	22	0	42	0	57	0
7	2	23	0	43	0	58	0
8	0	24	0	44	0	59	0
9	0	27	0	45	0	60	4
10	0	28	1	46	2	61.01	2
13	0	29	0	48	0	61.02	0
14	0	30	0	49	0	61.03	0
15	0	32	0	50	0		
16	1	34	0	51	2		
17.01	1	35	0	52	0	TOTAL	20

Clients were also referred to the following agencies for additional assistance:

Onondaga County Department of Social Services, Legal Aid, City of Syracuse, Fair Housing Council, Relocation Services, Landlord Training, CNY Works, Onondaga County Department of Aging and Youth, Syracuse United Neighbors, SU Law Clinic, and NEHDA.

Homebuyer Education Program

Home Headquarters provides homebuyer education programs, which teach first-time homebuyers everything they need to know about buying a house. The number of sessions and participants are represented in the following table.

Outreach and Education between May 1, 2010 and April 30, 2011			
Date		Sessions	Participants
May 2010	Home Ownership Classes	5	153
	Home Ownership Classes - Saturday	1	12
	Home Ownership Orientation	10	37
June 2010	Home Ownership Classes	5	95
	Home Ownership Classes - Saturday	2	10
	Home Ownership Orientation	4	60
July 2010	Home Ownership Classes	10	176
	Home Ownership Classes - Saturday	1	15
	Home Ownership Orientation	4	56
August 2010	Home Ownership Orientation	5	90
	Home Ownership Classes - Saturday	2	54
	1st Homes Clubs and IDA's	1	20
	Home Ownership Orientation	4	50
September 2010	Home Ownership Classes	10	97
	Home Ownership Classes - Saturday	1	15
	Home Ownership Orientation	4	40
	Home Ownership Classes - Spanish	1	1
October 2010	Home Ownership Classes	5	62
	Home Ownership Classes - Saturday	1	12
	Home Ownership Orientation	4	44
November 2010	Home Ownership Classes	10	95
	Home Ownership Classes - Saturday	1	14
	Home Ownership Orientation	4	38
	Multi-Lender Foreclosure Prevention Clinic	1	3
December 2010	Home Ownership Classes	0	0
	Home Ownership Classes - Saturday	0	0
	Home Ownership Orientation	3	12
January 2011	Home Ownership Classes	10	67
	Home Ownership Classes - Saturday	1	19
	Home Ownership Orientation	4	39
February 2011	Home Ownership Classes	6	71
	Home Ownership Classes - Saturday	0	0
	Home Ownership Orientation	4	52
March 2011	Home Ownership Classes	11	100
	Home Ownership Classes - Saturday	0	0
	Home Ownership Orientation	4	53
	Tenants in Foreclosure	1	14
April 2011	Home Ownership Classes	5	112
	Home Ownership Classes - Saturday	1	18
	Home Ownership Orientation	4	69
	Tenants in Foreclosure	1	16

	Multi-Lender Foreclosure Prevention Clinic	1	6
	Reverse Mortgage Seminar for Seniors	1	15

Downpayment and Closing Cost Program

Administered by Home Headquarters' Homeownership Program, this program helps to address one of the major barriers to homeownership that of accumulating the up-front costs necessary in becoming a homeowner. The program allows many renters to purchase a house and begin building equity and pride. It provides up to \$3,000 in down payment and closing costs funds for households in need of such assistance. The assistance is provided in the form of a 5-year deferred loan. The program is a driving force for home sales amongst the low to moderate income population in the City of Syracuse, so much so that the Greater Syracuse Realtors Association reported that a full 25 percent of all houses sold in the City of Syracuse last year received assistance through the Home Ownership Program.

Sixty-nine (69) homebuyers were assisted during the last program year. The table below lists the down payment activities by street, census tract, amount of funds per homebuyer, and homebuyer demographics:

Downpayment and Closing Cost Program between May 1, 2010 and April 30, 2011				
Project Address	Amount	Census Tract	% of MSA	Race/Ethnicity
1126 Cannon Street	\$2,500.00	59.00	74.46	White
205 Elliott Street	\$3,000.00	39.00	61.41	Hispanic
132 Paul Avenue	\$3,000.00	9.00	77.91	Hispanic
315 Marcellus Street	\$1,500.00	29.00	44.98	White
166 Parkside Avenue	\$3,000.00	51.00	71.53	White
162 Burns Avenue	\$3,000.00	19.00	62.16	Black or African American
403 Hartson Street	\$3,000.00	38.00	56.22	Black or African American
124-126 Stinard Avenue	\$1,500.00	50.00	22.36	Hispanic
212 Ontario Street	\$3,000.00	30.00	71.24	Hispanic
106 Curtis Street	\$3,000.00	7.00	64.47	Hispanic
319 Shuart Avenue	\$2,362.00	147.01	56.32	White
215 Newell Street West	\$2,376.62	59.00	32.67	Black or African American
251 Borden Avenue West	\$3,000.00	54.00	69.97	Black or African American
114 Vann Street	\$2,386.00	17.02	79.03	White
101 Cordova Street	\$3,000.00	61.06	78.51	White
226 Empire Avenue	\$3,000.00	60.00	55.23	Black or African American
2313 Grant Boulevard	\$3,000.00	6.00	47.78	White
111 Cornell Avenue	\$3,000.00	57.00	68.47	White
203 1st North Street	\$3,000.00	7.00	41.47	White
907 Ballantyne Road	\$2,500.00	61.06	57.98	Black or African American
157 Dawes Avenue	\$3,000.00	61.06	72.44	White
113 Woodland Avenue	\$3,000.00	53.00	71.94	Black or African American
961 Wadsworth Street	\$3,000.00	4.00	39.58	White
2115 Grant Boulevard	\$2,077.91	7.00	77.96	White
2359 Grant Boulevard	\$3,000.00	7.00	45.56	Asian
421 Woodbine Avenue	\$3,000.00	18.00	70.81	White
1140 Wadsworth Street	\$3,000.00	3.00	46.52	Black or African American
112 Channing Place	\$3,000.00	61.03	78.12	White

323 Hixson Street	\$3,000.00	17.02	51.54	White
119 Huntley Street	\$3,000.00	4.00	56.04	White
404 Tioga Street	\$3,000.00	30.00	60.88	Black or African American
209 Willis Avenue	\$3,000.00	27.00	53.27	White
131 East Avenue	\$3,000.00	46.00	27.00	White
119 Upland Road	\$3,000.00	48.00	55.05	White
311 Clarence Avenue	\$1,300.00	60.00	76.76	White
412 Elliott Street	\$3,000.00	38.00	53.53	White
217 Kennedy Street West	\$3,000.00	52.00	65.63	Black or African American
420 Helen Street	\$3,000.00	8.00	50.27	White
833 Park Street	\$3,000.00	14.00	62.49	Hispanic
163 Hazelhurst Avenue	\$3,000.00	10.00	42.30	Black or African American
110 Merz Avenue	\$1,500.00	15.00	38.16	White
1905 Geddes Street South	\$3,000.00	50.00	78.83	White
227 Elliott Street	\$3,000.00	39.00	65.69	Black or African American
325 Stafford Avenue	\$3,000.00	18.00	69.00	White
421 Elm Street	\$3,000.00	24.00	73.54	Hispanic
142 Greenland Drive	\$3,000.00	4.00	79.65	Black or African American
216 Florence Avenue East	\$3,000.00	61.01	67.15	White
231 Delhi Street	\$3,000.00	24.00	66.81	Black or African American
222 Hazelwood Avenue	\$3,000.00	36.02	57.85	Black or African American
212 Dawes Avenue	\$3,000.00	61.01	69.22	Hispanic
708 Schuyler Street	\$3,000.00	27.00	75.16	White
122 Herz Street	\$3,000.00	4.00	49.82	White
100 High Street	\$3,000.00	7.00	47.01	Hispanic
1207 Highland Street	\$1,500.00	8.00	79.70	Black or African American
116 Loma Avenue	\$3,000.00	4.00	59.88	White
218 Coolidge Avenue	\$3,000.00	50.00	42.65	Black or African American
212 Niagara Street	\$3,000.00	30.00	29.87	White
215 Cleveland Avenue	\$3,000.00	7.00	65.87	White
712 Schuyler Street	\$3,000.00	27.00	40.71	White
528 Bryant Avenue	\$3,000.00	28.00	73.17	White
208 Hopper Road	\$1,608.67	60.00	50.38	White
485 Audubon Parkway	\$3,000.00	36.02	74.54	Black or African American
261 Grant Boulevard	\$3,000.00	10.00	59.01	Black or African American
1318 Grant Boulevard	\$3,000.00	4.00	49.58	Hispanic
245 Dale Street	\$3,000.00	4.00	51.39	White
115 Charlotte Street	\$3,000.00	20.00	32.30	White
412 Beard Avenue West	\$3,000.00	58.00	69.15	Black or African American
1109 Park Street	\$2,210.00	14.00	29.93	Asian
213 Wilbur Avenue North	\$3,000.00	29.00	75.19	White
Total Units: 69		Total Funding: \$193,321.20		

Vacant Property Program

NBD is responsible for administering the Vacant Property Program which is designed to address vacant and blighted properties throughout targeted areas. As part of a larger neighborhood revitalization effort in the Prospect Hill Neighborhood, several key vacant properties have been identified for redevelopment for homeownership. The following properties are in the planning phase and are pending NBD approval:

Address	# Units	Amount	Property Use	Status	Agency
509 N. McBride St	1	\$90,000	New Construction	Planning	Home HeadQuarters
610 N. McBride St	2	\$36,000	Rehab	Planning	Home HeadQuarters
613 N. McBride St	1	\$40,000	Demolition – Lot Resub	Planning	Home HeadQuarters
616 N. McBride St	2	\$101,000	Rehab	Planning	Home HeadQuarters
505 Hickory St	1	\$85,000	Rehab	Planning	Home HeadQuarters
513 Hickory St	1	\$71,000	New Construction	Planning	Home HeadQuarters
605 Hickory St	1	\$12,000	Demolition – Lot Resub	Planning	Home HeadQuarters
206 Union Ave	1	\$5,000	Demolition – Lot Resub	Planning	Home HeadQuarters
620 N. Townsend	4	\$50,000	Demolition – Lot Resub	Planning	Home HeadQuarters

Distressed Property Program

Through the Community Development Block Grant program, Home HeadQuarters administers the Distressed Property program. Working closing with NBD, Home HeadQuarters identifies blighted, vacant structures that pose a threat to the surrounding neighborhood and uses the funds for demolition and lot disposition or for rehabilitation. This program has proven to be an effective way at eliminating blight throughout targeted neighborhoods. Throughout the last year the following properties were completed through the Distressed Property Program:

HAN#	Address	#Units	Amount	Project Type	Status	Agency
4916	635 Park Ave	1	\$20,000	Rehab	Complete	Home HeadQuarters
1950	400 Seneca Street	1	\$22,955	Demolition	Complete	Home HeadQuarters
4951	617 Otisco Street	1	\$69,081	Demolition	Complete	Home HeadQuarters

For additional Specific Housing Objectives please refer to **Appendix A**, which contains the Summary of Annual Objectives as well as individual Project sheets. These identify proposed goals and actual outcomes for housing related activities.

Barriers to Affordable Housing

Several barriers have been identified within the City of Syracuse that impact on the ability of individuals to obtain affordable housing.

Building Codes

The City of Syracuse’s amended Property Conservation Code is designed to insure that residential and non-residential properties are safe and habitable. While theoretically, it is more expensive to provide safe and habitable housing than not, the Code is a needed protection. In some areas, amendments have been made to the Code that will add to the cost of housing, particularly with regard to room and board-type housing. These amendments were designed to upgrade the quality of life for the residents of this housing; therefore the additional costs are justified. With any additional amendments that would add to the cost of housing, consideration will be given as to whether the added protections merit the added costs.

The City Division of Code Enforcement is responsible for enforcing the New York State Uniform Building and Fire Code. This Code places many additional restrictions, principally on newly constructed or substantially rehabilitated properties. Many of

these restrictions do add considerably to the cost of housing, and may, in fact, impede its development. Although waivers to the State Uniform Building and Fire Code are possible, the waiver process is not administered by the City and may not always be responsive to City resident's needs for affordable housing.

Disposition of Vacant Properties

The inventory of vacant properties continues to be a significant factor in the city's ability to revitalize neighborhoods. Recent inventory has identified over 1,600 vacant structures. These properties are quickly identified and fast tracked for disposition. Homes are identified as either in need of immediate demolition or as being desirable for renovation. Homes that have been identified for demolition are targeted so demolition can take place as quickly as possible. The resultant vacant lots are then either assembled and re-subdivided for future new construction sites (offering larger frontage) or offered to the owners of adjacent homes at minimum prices. Not only does this action reduce neighborhood density, but also allows homeowners to increase their yardage or perhaps install a driveway thus eliminating on-street parking which is a huge problem in some neighborhoods.

With respect to properties identified for rehabilitation, a reduction in the appraised value of certain structures has occurred when a not-for-profit group has documented rehabilitation costs. In the case of HUD homes, however, no such accommodation has been made. The fact that these homes are generally over-priced affects affordability directly as acquisition costs is excessive. The over-pricing also affects affordability in that the homes are not sold in a timely manner. As such, the properties deteriorate further and are subject to vandalism that directly adds to the development costs of the structure. The city has implemented a program specifically designed to meet the development needs of it's not for profit housing partners. These agencies acquire vacant tax delinquent structures for \$1 plus applicable filing fees significant reducing acquisition and subsequently overall development costs. Each agency is required to submit a \$10,000 deposit which is held in an escrow account until the rehabilitation is complete. Once the structure receives a certificate of occupancy the agency's deposit is returned. This strategy has successfully ensured expedient renovation schedules.

Home Program Narrative

The versatility of HOME allows the City to customize programming to meet the needs of the community. Over the last year, HOME has been targeted for use as developer's subsidies for homeownership and rental properties as well as providing new construction/homebuyer subsidies, which assist in lowering the cost of new single family construction projects for income eligible homebuyers, and homeowner rehabilitation projects.

The following priority needs were outlined as strategies in the City's Consolidated Plan:

- Rehabilitate existing rental units, especially larger units.
- Develop new affordable rental housing.
- Promote affordable home ownership opportunities.
- Rehabilitate vacant structures to sell to low income households
- Provide assistance to homeowners for repairs on owner-occupied structures.
- Reduce overall cost burdens by lowering energy costs

Development Subsidies for Rental Projects

NBD considers the HOME program an integral part of the development of affordable rental units in Syracuse. There is an incredible demand for high quality, affordable units throughout the City. The City has continued to support Low Income Housing Tax Credit projects, which supplies the City with affordable housing – especially accommodating to larger families – as these projects have been successful and well managed for lengthy time frames. These tax credit projects also provide substantial leveraging. The City continues to assess HOME portfolio liability and sustainability, for each organization prior to committing HOME funds for rental activities.

Low Income Housing Tax Credit Rental Projects funded during the 2010 – 2011 program year include:

Christopher Community, Inc. Near Westside Phase II Development Project						
Han#	Address	# Units	Amount	Property Use	Status	Agency
4134	112 Merriman, 114 Merriman, 116 Merriman, 118 Merriman	14	\$380,000	New Construction/ Rehabilitation	Completed	Christopher Community, Inc.

Rental Rehabilitation projects that have been completed in 2010 include:

HAN#	Address	#Units	Amount	Project Type	Status	Agency
1058	111 Grace Street	2	\$167,349	Rehab	Complete	Syracuse Model Neighborhood Corp
4243	200 West Beard St.	1	\$71,180	Rehab	Complete	Syracuse Model Neighborhood Corp
4308	3624 Midland Avenue	16	\$150,000	Rehab	Final Draw	Salvation Army
4646	2859 S. Salina Street	9	\$90,000	Rehab	Final Draw	Private Investor

Rental Acquisition only projects that have been completed in 2010 include:

HAN#	Address	#Units	Amount	Project Type	Status	Agency
4595	257 W. Castle Street	2	\$167,040	Acquisition	Complete	Gateway
4649	403 W. Beard Avenue	1	\$140,000	Acquisition	Complete	Gateway

Developer and Homebuyer Assistance for Homeownership

NBD has used HOME funds to create affordable homeownership opportunities for first-time homebuyers in the City of Syracuse. Several of Syracuse key housing partners work to create opportunities for Homeownership through acquisition, rehabilitation, and new construction projects. In years past, HOME was also used for downpayment and closing cost assistance (DPCCA) for first-time homebuyers and although HOME funds were not earmarked in the 2010-2011 budget for DPCCA,

many of the DPCCA projects funded with previous money have come to a completion.

Below is a listing of completed DPCCA cases under the HOME Program in 2010:

HAN#	Address	#Units	Amount	Project Type	Status	Agency
1757	313 Glenwood Ave.	1	\$2,440.71	DPCCA	Complete	Home HeadQuarters
1929	144 Wentz Terrace	1	\$1,030.60	DPCCA	Complete	Home HeadQuarters
4036	449 Woodbine Ave.	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4097	1140 Wadsworth St.	1	\$35,000		Complete	Home HeadQuarters
4338	244 Lorraine Ave.	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4524	118 Spring Street	1	\$2,840	DPCCA	Complete	Home HeadQuarters
4545	1304 W Onondaga St	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4597	113 Stacy Place	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4568	330 Harford Rd.	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4626	311 Atlantic Avenue	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4627	341 Primrose	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4628	132 Hall Avenue	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4640	251 W Borden Ave	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4641	201 Fayette Blvd	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4642	230 Garfield Ave	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4643	440 Gifford St.	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4644	533 W Seneca Tnpk	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4645	143 Seeley Ave	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4650	226 Empire Ave	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4651	101 Cordova St	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4652	319 Shuart Ave	1	\$2,362	DPCCA	Complete	Home HeadQuarters
4653	114 Vann St	1	\$2,386	DPCCA	Complete	Home HeadQuarters
4654	425 Craig St	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4655	203 First North St	1	\$3,000	DPCCA	Complete	Home HeadQuarters
4656	2313 Grant Blvd	1	\$3,000	DPCCA	Complete	Home HeadQuarters

Below is a listing of completed and underway projects in 2010 for Acquisition and Rehabilitation or New Construction for Homeownership:

HAN#	Address	# Units	Amount	Project Type	Status	Agency
3621	1537 S State St	1	\$186,865	New Construction	Complete	Syracuse Model Neighborhood Corp
4560	125 Hatch Street	1	\$35,689	Homeowner Rehab	Final Draw	Home HeadQuarters
4845	735 South Ave	1	\$45,194	Homeowner Rehab	Final Draw	Home HeadQuarters

4962	738 Park Ave	1	\$50,000	New Construction	Open	Home HeadQuarters
4990	154 Palmer Ave	1	\$85,700	New Construction	Open	Jubilee Homes
4991	158 Palmer Ave	1	\$85,700	New Construction	Open	Jubilee Homes

CHDO Activities

NBD has worked very closely with the Syracuse CHDOs over the past year in the planning of future development projects.

The following organizations were certified as CHDOs:

- Covenant Housing
- Jubilee Homes
- Home HeadQuarters, Inc.
- Northeast Hawley Development Association
- Syracuse Model Neighborhood Corporation

Each group has developed a real estate development plan targeted at redeveloping one block or small geographic area within the neighborhood they serve. Each organization has worked hard to listen and incorporate the needs of the communities in which they serve and have used this input as a basis for their plans.

The Northeast Hawley Development Association has developed a block plan for the 300 block of Gertrude Street and has targeted two properties that are the “worst house on the block” for redevelopment.

Jubilee Homes has developed a block plan for the 100 block of Palmer Avenue. This year they have applied for HOME funding for 2 new construction projects and have 2 additional rehabs and 1 additional new construction project planned for next year.

Home HeadQuarters has targeted the 100 and 200 blocks of Kennedy Street for 5 new construction projects. This year they have applied for HOME funding to assist in this development. In addition to this block plan, Home HeadQuarters has 15 pending HOME applications for rehabilitation and new construction projects within the Near Westside and Prospect Hill neighborhoods.

Syracuse Model Neighborhood Corporation continues to work within the Midland Lincoln Bellevue neighborhood where they are planning for several redevelopment projects along the 400 block of Midland Avenue.

Please refer to **Appendix I** for information on M/WBE Participation.

HOMELESS

Homeless Needs

The Homeless and Housing Vulnerable Task Force (HHVTF), a consortium of community based agencies and governmental organizations are working collaboratively to address homelessness in our community. Using the feedback from the 2010 Continuum of Care application, data from the Homeless Management Information System (HMIS) and HPRP agencies, the Task Force has restructured to more adequately address homeless and housing vulnerable issues in the community. There are several new subcommittees formed including:

- Data Group
- 10 Year Plan Committee
- Bylaws/Governance
- Affordable Housing
- Coordinated Systems Discharge
- Community Relations

Additionally, the City of Syracuse was awarded \$2.5 million through Homelessness Prevention and Rapid Re-housing Prevention Fund under ARRA to address these specific needs. The City of Syracuse and the County of Onondaga developed a process to deliver services based on identified needs from the Task Force and Continuum of Care.

There are several new initiatives underway as the city continues to identify processes' improvements that allow us to best serve residents. The Codes department has restructured and the new configuration allows for the prompt response to unfit structures, negligent landlords and other unsafe living conditions.

The City of Syracuse is examining its internal processes to better assist residents to transition into permanent housing or other independent living situations. The Codes Department is improving how it handles unfit properties. Codes is also working with the Department of Social Services, Department of Aging and Youth and other community based agencies to rapidly re-house an individual or family who lives in unfit or unsafe housing.

HPRP funds have been used to assist over 2800 non-duplicated individuals and families find new or maintain their housing. HPRP services are provided by offering financial and other supports (rental listings, counseling, employment training, etc.) to clients.

In 2009, the City of Syracuse received approximately 2.54 million dollars under the Homelessness Prevention and Rapid Re-housing Prevention program. These funds allowed the city and its partners to develop a thorough and efficient process to assist those at risk of homelessness.

<p>Objective: Provide housing options and education for the prevention of homelessness</p>

The City of Syracuse continues to direct resources to help eliminate homelessness through planning and working in cooperation with agencies and organizations that provide services to those populations at risk. The City funds subrecipients who provide a variety of support services, including:

- Legal services (evictions, tenant landlord disputes)
- Emergency Shelter and/or Transitional Housing
- Employment and/or Training Assistance
- Permanent/Independent Living Supports
- Information and Referrals

Obstacles to Accomplishments:

1. *Unaware of services provided*
2. *Educational limitations*
3. *Limited funds for services*
4. *Language or cultural barriers*

Specific Homeless Prevention Elements

<p>Objective: Provide housing options and education for the prevention of homelessness</p>

The City of Syracuse continues to direct resources to agencies that provide services to help eliminate homelessness to populations at risk. This includes providing services and homes for those with HIV/AIDS, legal services for those facing eviction, homeownership counseling, employment assistance, job training, and tenants' rights education and mediations.

Hiscock Legal Aid

Hiscock Legal Aid provides free legal assistance to low-income individuals and families residing within the City of Syracuse. Clients include tenants facing eviction proceedings, illegal lockouts, and other issues related to substandard housing. The focus is on the prevention of homelessness and the correction of housing code violations through early intervention. Agency attorneys provide a range of legal assistance including advice, negotiations with landlords and representation at court proceedings. Hiscock works with other community organizations such as SUN, the Spanish Action League, P.E.A.C.E., Inc., the Salvation Army, as well as many other others.

Annual Accomplishments:

- *Served a total of 108 clients, 54 percent of which were female headed households*
- *Assisted clients in realizing over \$25,000 in savings in rent abatement, return of security deposits, avoidance of late charges, and other financial demands initially made by landlords*
- *Provided 214 legal counseling sessions and/or cases of legal representation*
- *Conducted six community outreach sessions*

Obstacles to Accomplishments:

1. *Unaware of services provided*
2. *Educational limitations*
3. *Limited funds for services*
4. *Language or cultural barriers*

Spanish Action League of Onondaga County, Inc. (La Liga) – Housing Services

The Housing Services Program assists families and individuals through advocacy, counseling and education. The program's target population is primarily low-income Latinos, many of whom have little or no proficiency in English. Assistance is provided with rent subsidy applications, mediating landlord/tenant disputes, transition with evictions, health and safety issues, translation/interpretation services, relocation, as well as other services.

Annual Accomplishments:

- *Served a total of 678 clients, approximately 43 percent of which were female headed households*
- *Assisted 147 clients with rental subsidy applications*
- *Assisted 80 clients in locating affordable housing*
- *Conducted four workshops on housing issues*
- *Assisted 184 clients through conflict resolution services*

Obstacles to Accomplishments:

1. *Unaware of services provided*
2. *Educational limitations*
3. *Limited funds for services while there has been a steady increase in the Latino population*
4. *Language and/or cultural barriers*

Welch Terrace Apartments

Welch Terrace Apartments provides affordable, permanent and secure supportive housing to those diagnosed with HIV/AIDS. Tenants of Welch Terrace Apartments have at least one additional physical or mental disability.

YMCA Residential Advisement

The YMCA Residential Advisement Program provides on-site service coordination and practical assistance to residents of the YMCA's 99 unit Men's SRO and 30 unit Senior Citizens Apartments. Services include, but are not limited to, needs assessments, and provisions of services directly or through referrals to existing community-based services. These mechanisms result in an enhanced quality of life and the prevention of homelessness for the clients.

Annual Accomplishments

- *Provided 129 individuals at risk of homelessness with safe, secure, affordable housing*
- *Performed 162 individualized needs assessment contacts throughout the year*

Obstacles to Accomplishments:

1. *Target population unaware of services provided*
2. *Limited funds for services*
3. *Increasing target population vs. fixed number of apartments*

Emergency Shelter Grants (ESG)

The City of Syracuse continues to direct resources to help eliminate homelessness through planning and working in cooperation with agencies and organizations that provide services to those populations at risk. The City funds subrecipients who provide a variety of support services. In addition, the City is working closely with the Homeless and Housing Vulnerable Task Force to complete a 10 year plan to end homelessness in the community.

ESG funds are a compliment to the other funding agencies receives. Below, each ESG program is listed with their accomplishments.

ESG projects have served over 5,000 homeless or housing vulnerable individuals and/or families in this community. Each of the ESG projects is funded based on identified need and data collected through the HMIS system. This data is also the main driver for the creation of the communitywide 10 Year Plan to End Homelessness.

The City of Syracuse is part of the Homeless and Housing Task Force. This Taskforce recently created a Discharge Coordination subcommittee to develop protocols and supports for those re-entering our community from institutions such as foster care, correctional program, mental or other health care facilities.

Emergency Shelter Grants (ESG)

Objective: Provide Emergency Shelter Grants \$270,689

The City of Syracuse and its' partner agencies work through the Homeless and Housing Vulnerable Task Force and Continuum of Care to identify gaps in services to those in need. Using HMIS data, the Point in Time count and feedback from community based organizations, ESG funds have been used to maximize current programming. Community based organizations and the City of Syracuse are continuing to work to build and maintain a process that enhances current resources to support individuals and families in finding and maintaining permanent housing. The following is a description of the extent to which activities supported directly with ESG funds addressed homeless and homeless prevention goals, objectives, and priorities established in the Consolidated Plan and the Continuum of Care Plan. A copy of the 2010 HUD Continuum of Care application can be found in **Appendix H**.

Chadwick Residence continues to provide emergency shelter and supportive services for women in crisis, and their minor children. Accessible childcare is available for residents, including evenings.

***Consolidated Plan / Continuum of Care Priority Addressed:** Emergency Shelter and Transitional Housing*

Chadwick Residence served 90 individuals and provided shelter for 90 individuals which included 27 children. Six women moved into permanent housing, one received her GED and went onto college, two obtained employment and three complete Healthy Relationship classes.

Vera House Emergency Shelter continues to provide emergency housing and support services to women in crisis, and their children who are homeless due to domestic violence.

***Consolidated Plan / Continuum of Care Priority Addressed:** Domestic Violence Shelter*

Vera House served and sheltered 375 individuals which included 173 children during the program year.

Liberty Resources, DePalmer House continues to provide emergency shelter services to homeless persons with HIV/AIDS related illnesses. Ten beds are available in individual rooms, 24-hour staff and support services available.

***Consolidated Plan / Continuum of Care Priority Addressed:** HIV / Aids Transitional Housing and Shelter*

DePalmer House provided shelter for 43 clients over the program year, 10 of whom moved into permanent housing upon their discharge from the residence.

Rescue Mission Alliance of Syracuse, Inc., Housing Coordinator provides assistance with locating suitable housing for homeless men, primarily those who use the Rescue Mission's New Life Center as day drop-ins, and residents of the Men's Shelter.

***Consolidated Plan / Continuum of Care Priority Addressed:** Essential services to homeless.*

Over the course of the program year, the Rescue Mission's Housing Coordinator verified the availability of suitable apartments on a quarterly basis; on average, 156 units were verified per quarter. On average, 280 Rental Unit Listings were distributed to individuals, and 95 to community agencies each quarter. One hundred (100) apartments were visited during the program year in order to insure their suitability.

Rescue Mission Alliance of Syracuse, Inc., Homeless Intervention Services (HIS) Team continues to provide mobile intervention services to the homeless. Services include transportation to shelters and appointments, crisis intervention services, supportive advocacy, intervention with landlords, counseling, etc.

***Consolidated Plan / Continuum of Care Priority Addressed:** Street outreach to the homeless*

Over the program year the HIS Team provided transportation for 2,837 individuals and made one-on-one contact with 2,522 individuals living on the street.

Syracuse Area Catholic Charities, Dorothy Day House Shelter continues to provide emergency shelter and case management services including referrals, information assistance and counseling, moving day assistance and furnishings to women in crisis and their minor children.

***Consolidated Plan / Continuum of Care Priority Addressed:** Emergency shelter for women*

Over the program year, a total of 152 women and 22 children were served.

Syracuse Area Catholic Charities, Homeward Connection continues to provide a variety of assistance to families in order to try to avoid shelter stays. This program assists families in locating safe and affordable housing while referring them to a variety of services, including counseling, advocacy, referrals, and transportation. Social, professional and family networks are established or strengthened.

***Consolidated Plan / Continuum of Care Priority Addressed:** Assistance to the homeless and housing vulnerable in finding and securing safe, decent, affordable housing.*

A total of 275 men, women and children were served during the program year.

Syracuse Area Catholic Charities, Oxford Street Inn Men's Shelter continues to provide services to homeless men aged 25 and older including sleeping accommodations, shower facilities, laundry facilities, and a nightly snack.

***Consolidated Plan / Continuum of Care Priority Addressed:** Provision of emergency shelter.*

A total of 654 individuals were served. Over 34 clients were ultimately relocated to permanent housing.

Syracuse Northeast Community Center, Northeast Emergency Shelter Grant Project continues to provide landlord/tenant counseling, emergency services counseling, comprehensive referral services, access to monthly food pantry and weekly give-away, limited and temporary financial assistance in the form of short-term subsidies for security deposits on housing.

***Consolidated Plan / Continuum of Care Priority Addressed:** Security deposit assistance to assist the extremely housing vulnerable secure housing.*

A total of 1,149 families received food packages, 16 families were provided with security deposit/rent assistance, thereby averting homelessness, information and referrals were provided to 943 clients.

The Salvation Army, Syracuse Area Services, Transitional Apartments and Parenting Center (TAPC) continues to provide services which empower low income youth to achieve self-sufficiency by offering a shelter environment which will prepare young women and their families for independent living.

Consolidated Plan / Continuum of Care Priority Addressed: *Essential services and homeless prevention. Providing housing to pregnant and parenting teens specific to this population's needs.*

TAPC served a total of 187 individuals; 57 adults and 130 children were provided residential services. Additionally, 265 individuals and/or children were provided with referrals and non-residential supports.

The Salvation Army, Syracuse Area Services, Transitional Independent Living Program (TILP) continues to provide services which empower low income youth to achieve self-sufficiency by offering a shelter environment which will prepare young women and their families for independent living.

Consolidated Plan / Continuum of Care Priority Addressed: *Essential services and homeless prevention. Providing housing to pregnant and parenting teens' specific to this population's needs.*

A total of 54 individuals were served, 33 of who were provided residential services. Over 90% increased their employability by re-enrolling in or attending school which resulted in over 87% obtaining employment.

The Salvation Army, Syracuse Area Services, Emergency Family Shelter continues to provide emergency shelter, needed services and care to homeless persons. The shelter is available to families of any configuration and will, in most cases, accept an entire family unit into the same shelter environment.

Consolidated Plan / Continuum of Care Priority Addressed: *Provision of emergency shelter.*

Emergency Family Shelter served 775 individuals which included 267 children. Total days-of-care numbered 18,249 and 54,747 meals were served.

The Salvation Army, Syracuse Area Services, Booth House provides emergency shelter, case management and family intervention services to runaway and homeless youth and their families.

Consolidated Plan / Continuum of Care Priority Addressed: *Provision of emergency shelter.*

Booth House served a total of 303 youth, 195 of whom received residential services. Over 80% subsequently returned home and approximately 23% were assisted with obtaining alternative safe housing.

The Salvation Army, Syracuse Area Services, Women's Emergency Shelter continues the provision of emergency shelter, and medical services to women who are homeless due to mental illness.

Consolidated Plan / Continuum of Care Priority Addressed: *Provision of emergency shelter, and medical services to women who are homeless due to mental illness.*

The Women's Shelter served 178 women and served 14,789 meals. For the clients that left the shelter, over 50% were discharged to a stable living situation

The Salvation Army, Syracuse Area Services, Emergency Practical Assistance Services continues to provide individual and family counseling, emergency services counseling, comprehensive referral services, access to food pantry and limited and temporary financial assistance in the form of short-term subsidies for security deposits on housing.

***Consolidated Plan / Continuum of Care Priority Addressed:** Practical Assistance, counseling and referral to meet emergency basic needs.*

A total of 1,323 households were assisted with eviction prevention and/or assistance in securing new housing.

YWCA, Women's Residential Program continues to provide emergency housing and support services to women in crisis, and their children who are homeless due to substance abuse, domestic violence, or mental health problems.

***Consolidated Plan / Continuum of Care Priority Addressed:** Provision of emergency shelter and transitional housing, as well as advocacy and referral on behalf of clients.*

The program served 201 individuals, 117 were residential and 52 of those were children.

YMCA, Emergency Shelter Grant Project provides some furnishings to the SRO units that contribute to the habitability of the units. These units are utilized by homeless or formerly homeless individuals as transitional housing.

***Consolidated Plan / Continuum of Care Priority Addressed:** Provision of emergency shelter, transitional housing*

The program served 465 homeless and housing vulnerable men in the YMCA's Residence Program. This also included non-residential services such as counseling, job placement, and practical assistance.

The Salvation Army, Syracuse Area Services, Barnabas House continues to provide emergency shelter, case management, vocational services and family intervention services to runaway and homeless youth.

***Consolidated Plan / Continuum of Care Priority Addressed:** Provision of emergency shelter, and essential services to homeless youth*

A total of 57 persons were served, 14 adults and 17 children utilized residential services and the remaining utilized non-residential services. Over 90% enrolled and/or remained in an educational or vocational program within three months and 63% obtained and/or maintained employment within three months of intake. More than 66% obtained permanent housing within six months and over 93 % of Barnabas House residents demonstrated an increase in living skills as demonstrated on pre and post tests.

ESG Matching Requirements

Major contributors to the ESG matching requirements include: the Federal Emergency Management Agency, Housing Options for Persons with Aids, New York

State Department of Mental Health, the New York State ESGP, Onondaga County Department of Social Services, Onondaga County Department of Health, Onondaga County Department of Mental Health, The Emergency Shelter Grant received by the Onondaga County Department of Community Development, The United Way of Central New York, The Roman Catholic Diocese's Hope Appeal and corporate and private donations to programs and agencies.

Obstacles to Accomplishments:

1. *Access to additional funding for emergency shelters*
2. *Meeting the needs of the rising number of youth in the community that need the assistance of emergency shelters*
3. *Limited number of alcohol and substance abuse beds for individuals*
4. *Access to permanent housing for dual diagnosed individuals*
5. *Limited number of safe affordable housing for large families*
6. *Unawareness of services provided*
7. *Educational limitations of individuals needing assistance*

COMMUNITY DEVELOPMENT

GOAL: Provide a suitable living environment for residents

Objective: Expand, maintain, and improve the city's neighborhood community centers, infrastructure, parks, and other recreational facilities

NBD understands the need to provide funds for the maintenance and capital improvements for community centers, expansion and maintenance of neighborhood parks and recreational areas throughout the City of Syracuse. Funds were also used to repair and install curbs and sidewalks that support these areas and other non-profit housing projects.

Objective: Provide constructive youth programming as alternatives to violence, drugs, and alcohol

The primary goal is to provide substantial programming and enriching activities that help to combat youth related crimes and violence, drug and alcohol abuse, pregnancy, and school drop-out rates. Activities are focused on summer recreation and education programs, social and personal enrichment opportunities, organized athletics, and academic tutoring programs. Funds were provided to the following agencies to assist in carrying-out these activities:

- Boys and Girls Club
- Catholic Charities
- Dunbar Association
- Faith Hope Center
- Huntington Family Centers
- North Area Athletic Center
- Northeast Community Center
- OnPoint for College
- Open Hand Theatre
- P.E.A.C.E, Inc.
- Southwest Community Center
- Syracuse Department of Parks and Recreation
- Syracuse Golden Gloves Athletic & Education Center
- Westcott Community Center

These programs are described below. For funding amounts and accomplishments, please see Projects Worksheets in **Appendix A**.

Westcott Community Center – Kids' Club After-School Program

The Kids' Club is an after school program that enriches many aspects of youth development. Program activities include Homework Help and targeted Tutoring, music, drama, photography, video, crafts, etc., as well as recreational activities such as team sports, board games, cooking, karate and dance. Character building programs include "How to Deal With Bullies," and Conflict Resolution.

Center for Community Alternatives – Self Development Program

The Self Development Program provides employment preparation, job apprenticeships, school support, and case management to at-risk youth, ages 13 to 15 years old. Apprenticeships are provided at area for-profit and non-profit organizations. Students enrolled in the program receive six hours of after school job readiness workshops prior to their apprenticeships. A stipend of \$25 is received upon completion of the training, and a stipend rate of \$5 per hour is paid during the seven week summer apprenticeships. Weekly job club sessions are held during the months of July and August.

Parks, Recreation and Youth Services Youth Programs

The City of Syracuse Department of Parks, Recreation and Youth Services provides the following structured and supervised recreation programs for City youth, ages 8 to 17, in safe environments at the following locations and times:

- **Syracuse Plays On – Night Recreation Program** combines the resources of the City School District with the City Parks and Recreation Department to offer evening recreational programming. The program takes place during summer afternoon and evening hours at the following locations:

Dr. King Elementary School McKinley-Brighton Magnet School
Blodgett School Franklin Magnet School
Blessed Sacrament School

- **Westside Youth Initiative** is provided at two Boys & Girls Club locations, Shonnard Street and Hamilton Street. The program runs during the Parks and Recreation Department’s afternoon and evening hours.
- The **Expanded Recreation Program** is provided at the Southwest Community Center year round. The program utilizes the Center’s gymnasium and pool facilities. During the school year, additional services such as youth mentoring and daily tutoring are also offered.

Huntington Family Center – James Geddes Youth Services Program

The Youth Services Program provides a safe, structured program for children ages 5 to 12 that live on the Near Westside of Syracuse. The program offers group and individual activities that focus on asset development and community ownership while helping youth to achieve their future goals. The program is composed of three components; an after-school program, academic support in the form of tutoring with a goal of truancy prevention and building social skill competencies, and offering a seven week summer day camp during July and August.

North Area Athletic & Education Center (NAA-EC)

NAA-EC, located at 507 Pond Street on the City’s north side, provides structured athletic activities and educational programs to at-risk City youth ages 5 to 21. Additional services provided are art workshops, Teen Issues Group, Continuing Care Relapse Prevention group, computer workshops and GED classes.

Boys & Girls Club – Project Summer Hope

Project Summer Hope is provided at two Boys & Girls Club locations in Syracuse; East Fayette St. on the City’s east side and Hamilton St., on the west side. The program provides enrichment, social, and recreational activities to City youth ages 6

to 19. The program participants primarily live in the surrounding distressed neighborhoods. The Clubs also offers structured programming in sports and job training.

Open Hand Theater – North Side Youth Theater Project

The North Side Youth Theater Project is designed to empower young people by teaching them the skills and discipline needed to develop their creative voice. The program teaches leadership and life skills. Open Hand Theater works closely with other neighborhood organizations such as the Hawley Youth Program, North Side CYO, the Asian Apostolate and the Children’s Arts Program of Franciscan North Side Ministries. Open Hand Theater also regularly hosts neighborhood meetings at its facility.

P.E.A.C.E., Inc. – Project Connection

Project Connection is a community center which serves the near eastside of the City. The program specializes in preventative youth services and adult enrichment opportunities. The services are available to any child age five years or older. Services include computer education training, tutoring, after-school activities including a recreational program for children with developmental disabilities. Project Connection provides adults with an opportunity to network, volunteer, and access community resources. A financial literacy program is also offered.

Catholic Charities – Washington Square Kids’ Spot

Washington Square Kids Spot provides the north side community with constructive recreational programming for children ages 5 to 12. The program operates during after-school hours and school vacations. Washington Square Kids Spot offers recreational and educational activities including arts and crafts, drama, music, tutoring, games, science, sports, computers and field trips.

Jubilee Homes – Urban Delights Youth Farmstand Project

Urban Delights is an entrepreneurial project for at-risk youth that teaches marketing and business skills. Youth ages 14 to 21 operate a collective of farm stands at inner city locations that sell locally grown fresh fruits and vegetables, along with an Urban Delights cookbook. The program also provides inner city neighborhoods with convenient access to fresh produce.

P.E.A.C.E., Inc. – Big Brothers/Big Sisters

Big Brothers/Big Sisters follows the *Big Brothers Big Sisters of America* school based mentoring model. The program provides school based mentoring in nine Syracuse City elementary schools. Elementary school students are matched to college or high school mentors. Mentors meet with their students weekly for approximately an hour and a half to assist with school work and improve social skills through group and one-to-one activities.

Spanish Action League of Onondaga County – Career Services

The Spanish Action League (La Liga) Career Services program assists a primarily Hispanic clientele in becoming economically self-sufficient and to reduce the level of unemployment within the community. Services include job skills training, job placement and retention services, career counseling, and referrals to classes for English for Speakers of Other Languages (ESOL). Referrals are made to additional agencies or departments of La Liga as needed.

Dunbar Association, Inc. – Resilient Youth

Located on the City's south side, the Dunbar Center's Resilient Youth program keeps teenagers age 14 to 19 engaged and safe during after-school time. The program helps prepare youth for employment and higher education. Resilient Youth offers academic, recreational and cultural enrichment to teens at risk.

Catholic Charities – Bishop Foery Teen Services Program

The Bishop Foery Teen Services Program helps teens develop job readiness and career preparation skills via resume writing workshops and practice interviews, as well as other methods. The program also helps teens develop conflict resolution skills, confidence and positive interpersonal, social and group skills. The program is located on the City's south side.

Syracuse Golden Gloves Athletic and Education Center

The Syracuse Golden Gloves Athletic and Education Center offers athletic and educational programming for at risk youth ages 8 to 21 that reside on the City's west side. Through athletic and educational programs, staff teaches skills such as time management, respect, self-control, and discipline.

On Point for College – Youth Education Project

The On Point for College Youth Education project targets low-income minority youth ages 17 to 25 who are currently high school students, recent graduates or those seeking their GEDs with applying to, enrolling and staying in college. On Point assists students with completing financial aid and college applications, campus visits, advocacy, basic college supplies as well as follow-up support and counseling. On Point works collaboratively with agencies such as the Syracuse Housing Authority, Catholic Charities, Boys & Girls Club, Dunbar Center, Center for Community Alternatives, and the Salvation Army. The program also collaborates with the Syracuse City School District to work with high school seniors at school sites through the Say Yes to Education program. It operates in several community based locations throughout the city.

GOAL: Provide services to individuals that promote or foster self-sufficiency

Objective: Facilitate the empowerment of low and moderate income individuals, youth, and other populations

The goal of public services is to provide support for local area not-for-profits that make available services to low-income or non-English speaking residents. These services include housing and employment counseling, educational services, improvement of neighborhood quality of life, cultural awareness, and other such outreach and support services. The following agencies were funded to assist in these services: Catholic Charities, Concerned Citizens, Dunbar Association, Faith Hope Center, Hiscock Legal Aid Society, Greater Syracuse Tenants Association, InterFaith Works, Northeast Community Center and the YMCA of Greater Syracuse.

InterFaith Works of CNY – Center for New Americans/Southeast Asian Project

Until approximately the late 1990s, the majority of immigrant refugees resettled in the City of Syracuse were from the Southeast Asia region; mainly Vietnamese, Laotian, Hmong, Cambodian and Burmese. The Southeast Asian Center was established in 1995 to assist these immigrants with integrating into their newfound

homeland, as well as providing a much needed support network. Later conflicts and/or international events in other areas of the world such as the Balkans (Serbia/Croatia/Bosnia) and Africa (Somalia, Sudan), has resulted in an influx of refugees from those respective regions as well as others. Recognizing a need for a less “focused” program with respect to ethnic/religious/national background, the Center, the Center for New Americans was established in December 2005 when the Southeast Asian Program and Refugee Resettlement Program (est. 1981) of InterFaith Works of CNY came together in December of 2005. Although past and current CDBG funding has solely been designated for the Southeast Asian Program, the City supports InterFaith Works of CNY’s expanded Center for New Americans as well as its mission, which is as follows:

- Assist refugees in beginning new lives in America
- Work as a resource and cultural center for the Southeast Asian population in our community
- Assist our communities in being a place of welcome for refugees and immigrants
- Help refugees and immigrants in developing their own self-help skills, projects, and associations

Center for New Americans caseworkers assist clients with a variety of needs such as arranging for housing, utilities, furnishings, and food; enrolling adults in English learning classes and children in school; ensuring that necessary medical care is received; finding employment; and providing help understanding U.S. culture. The Center also assists groups in developing their own self-help associations and in the fulfillment of projects of their choosing. In 2005, the Center worked with four communities in this capacity: Vietnamese, Somali Bantu, Sudanese, and Bosnian.

The Refugee Resettlement Program also offers English as a Second Language courses, sewing and cooking classes, and a variety of cultural and social events, including a recent refugee art exhibit. The Center offers a number of services to the Southeast Asian community including personal finance education and counseling, first time homebuyer education, interpretation and translation, referrals and help utilizing available mainstream community services, senior assistance and activities, and youth activities. This collection of services is known as the Southeast Asian Program.

Syracuse Northeast Community Center (SNCC)

Located on the City’s near northeast side and adjoining Dr. Weeks Elementary School, the SNCC is one of the two large community centers within the City. SNCC provides a diversity of public services using an organizational and program model that is nearly unique in Syracuse and only shared by its sister facility, the Southwest Community Center. The SNCC manages the facility, which is owned by the City of Syracuse. In this role, the agency provides the basic infrastructure consisting of office and program space, security, maintenance, coordination and scheduling support, and management of common space. SNCC leases space within the facility to a range of organizations that can provide the services deemed most appropriate for the neighborhood. This enables non-profit and local government agencies to deliver targeted services to the neighborhood.

In addition to managing the building, SNCC operates several direct service programs including:

- An after-school enrichment program for elementary school students; this is a full day program during the summer vacation
- Senior programming which includes fitness activities, arts & crafts, games, socialization, intergenerational programs and a hot lunch provided by P.E.A.C.E., Inc.
- Transportation of seniors to medical appointments, the Community Center, shopping, etc.
- Case management services
- Teen Night Beat provides activities for teens on Friday and Saturday evenings
- Lead Abatement Program
- Basic Needs Assistance program

Component agencies and their respective programs consist of:

Catholic Charities Hawley Youth Organization

- Pre-K program
- Afternoon and evening teen program
- Respite program for youth with special needs
- Medicaid Services Coordination
- Case management for individuals with developmental disabilities and their families

Onondaga County Public Library

- Northeast Community Center Library

Oneida Indian Reservation

- Scheduled counseling sessions

City of Syracuse, Department of Parks, Recreation and Youth Services

- Coordinated supervised recreation activities for youth and adults

Syracuse Police Department

- Community Policing Office

Women, Infant and Children (WIC) Clinics

- Nutritional counseling and assistance

Syracuse City School District

- GED classes

The SNCC receives CDBG funding for administrative salaries, utilities, office supplies, office equipment lease, and other general administrative expenses.

Syracuse Model Neighborhood Facility, Inc. - Southwest Community Center

The Southwest Community Center (SWCC) is a city-owned facility that has an organizational and operational structure similar to the Syracuse Northeast Community Center. Located on the City's southwest side, the facility serves a predominantly African-American clientele. Syracuse Model Neighborhood Facility, Inc., (SMNF) is the non-profit agency which was created for the purpose of operating the SWCC. CDBG funding is provided to SMNF for much of its administrative and operating costs. Similar to the SNCC, SMNF leases space within the facility to a range of organizations that provide those services deemed most appropriate for the

neighborhood. The facility includes a gymnasium as well as an indoor swimming pool. Some of the programs and services offered at the SWCC include the following:

- *F.A.C.E.S: HIV/AIDS* - An AIDS/HIV awareness, education and prevention program
- *C.B.A.P.P.* (Community Based Adolescent Pregnancy Prevention) - A program for young men and women ages 10 to 17 to help reduce teen pregnancy and promote a positive, healthy lifestyle.
- *RESULTS* (Respecting Each Student Unique Learning Training Style) - GED preparation, job readiness and career development training for youth, ages 17 to 21.
- *PRIDE* (Promoting Responsibility In Drug Education) – An educational substance and alcohol abuse prevention program for school age youth that offers positive alternative activities.
- *Achieve 3000* – An academic, computer based after-school tutoring program run by the Syracuse City School District for youth ages 6 to 12 to improve literacy skills.
- *Mainstream* – A program for developmentally disabled youth and young adults to help promote personal, social and recreational development, it also features an independent living skills program for adults 21 and older.
- *City of Syracuse, Department of Parks, Recreation and Youth Programs* – Recreational activities including swimming;
- *Latino Pins & Needles* – Recreational program
- *Clover Corners* – Senior program that promotes health and wellness

Some of the other services available at the SWCC include a food pantry, case management for individuals and families in need, violence intervention and prevention and a branch library of the Onondaga County Public Library.

Spanish Action League

The Spanish Action League, also known as “La Liga” is located on the City’s near west side. La Liga provides a variety of comprehensive services to the City’s large Latino community as well as addressing the unique needs sometimes arising from language and cultural barriers. Services and departments include Careers, Interpretation & Translation, Housing, Domestic Violence, Family Support, and Youth Programs. CDBG funding is provided to La Liga’s Career Services and Housing Services programs.

Objective: Improve Access to Housing

Objective: Provide services to promote independence and security for individuals with disabilities, and the elderly

The community continues toward full integration of physically challenged people, the need for accessible housing grows. Community Development Block Grant funds several initiatives to assist physically challenged individuals in achieving all of their housing goals.

ARISE, Inc.

ARISE is a consumer-controlled, non-profit Independent Living Center (ILC) that promotes the full inclusion of people with disabilities in the community. ILCs are run by and for people with disabilities. Programs and services provided by ARISE advocates for and provide support to persons with disabilities. Programs are based on the independent living philosophy and the belief that people with disabilities have a right to self-determination. ARISE works with people of all ages who have all types of disabilities. Core services include peer counseling, independent living skills training, information and referral, and individual and systems advocacy. ARISE also works with community organizations, businesses, and government, advocating for increased public accommodation and accessibility. As mentioned previously, CDBG funding is provided to ARISE for the Home Access Program (HAP) and Housing Referral and Advocacy Program (HRAP).

The ARISE, Inc. – Home Access Program receives direct financial assistance from this grant to build and remove wheel chair ramps onto homes where they are requested.

NBD is currently incorporating design standards in new construction projects it funds to allow units to be occupied by a physically challenged individual with no or little retrofitting for that purpose. Simple things like wider entrance ways, bathroom facilities and graduating slopes will often go unnoticed by all except those confined to chairs to move from room to room or to even get inside their unit. This Department also funds ARISE, Inc. Housing Referral Program that assists people with disabilities in obtaining housing that is tailored to their specific needs. All of these efforts are made available to both physically and financially residents of the city with special needs.

This goal addresses the critical need for affordable and accessible housing to persons with mobility impairments, making services available in the community to support special needs populations including the elderly, the physically disabled, and the developmentally disabled. This includes housing referral programs for persons with special needs; services to the elderly in public and assisted housing environments, and neighborhood senior centers; and recreational activities. The following agencies received funds to assist in their efforts:

Objective: Provide housing options and education for the prevention of homelessness

The City of Syracuse continues to direct resources to help eliminate homelessness through outreach and intake of populations at risk. This includes providing services and homes for those with HIV/AIDS, legal services for those facing eviction, homeownership counseling, and tenants' rights education.

GOAL: Expand Economic Opportunities

The main goal of economic development is to increase the net wealth of the community by providing assistance to businesses in order to create and retain jobs. This is done through such entities as the Business Assistance and Retention Program, Syracuse Industrial Development Agency (SIDA), Syracuse Economic Development Corporation (SEDCO), and the New York State Empire Zone.

Funds are allocated for coordinated planning and implementation of all economic development activities and repayment of HUD 108 loans. CDBG economic development activities during the program year consisted of direct lending to businesses for start-up and expansion costs through SEDCO and funding for not-for-profit community-based development corporations, business incubators, and job placement and training programs. No CDBG funds were used for HUD 108 loan repayments during the program year.

The following agencies were also funded providing job training, job placement and business development

Jubilee Homes – Southwest Economic Business Resource Center

The Southwest Economic Business Resource Center (SWEBRC) goal is to support and increase small business and commercial development throughout the City, with a focus on the south west side. Services and programs offered by the SWEBRC include Business Plan Training and Development, Individual Business Counseling, Computer Training, and Business Training Workshops. The SWEBRC also advocates on behalf of MBE and WBE businesses.

Catholic Charities – Job Connection

The mission of the Job Connection program is to assist primarily inner-city individuals locate and maintain gainful employment. Job seekers are screened and efforts are made to match the individual with appropriate employment. Once an individual is hired by an employer, a job coach will work with both the employer and employee to overcome any barriers that might hinder continued employment. Support services are provided, including mentoring of basic job skills and any other additional assistance deemed appropriate and necessary for the employee to remain employed.

Spanish Action League – Career Services

The Spanish Action League’s Career Services program assists individuals through job readiness skills training, education and assistance with job referrals. The goal is to make families and individuals economically self-sufficient and to reduce unemployment within the Latino community. The program includes orientation sessions, basic literacy assessment, self-assessment, case management, attention to special needs clients, and post employment services.

GOAL: Strategically revitalize our neighborhoods to strengthen communities, families and individuals.

Objective: Assist in the develop and implementation of neighborhood plans

Through the city and neighborhood sponsored program, Tomorrow's Neighborhoods Today (TNT), the eight (8) planning areas have either completed or are in the process of developing neighborhood plans and goals. Funds were provided to each area to assist in fulfilling these goals. TNT planning areas have developed goals such as but not limited to neighborhood beautification, public service programs, economic development, safety, and quality of life issues.

The TNT Planning Councils worked with the Syracuse Neighborhood Initiative to help solicit projects for funding based on their priorities. Several housing projects, facility renovations, and park improvements were possible as a result of the resident's time and dedication to planning for better neighborhoods.

Objective: Improve the Quality of life within the neighborhoods

The City of Syracuse is able to target and remove derelict structures plaguing neighborhoods through its Vacant Property Program. These vacant structures are eyesores for the neighborhood as well as provide a haven for illicit activities that affect the quality of life of the residents. Fifty-four (54) vacant structures were demolished during the program year.

Antipoverty Strategy

Anti-Poverty Strategy

The root causes of poverty can be viewed in both an internal and external context. According to the 2006-2008 American Community Survey, 24% of people living in the City of Syracuse under the age of 18 live in poverty; 14% are age 60 and over; 26% of households with a person age 60+ live in poverty; and 17% of female headed households live in poverty. For many years the nation accepted that most root causes of poverty were due to external constraints placed on the individual. The solutions were directed at income maintenance and attempts to identify and overcome barriers.

It was not until the last decade and a half that the national mood really began to focus on the internal causes of poverty. The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 was the culmination of rhetorically driven attempts to change the public welfare system. The Act does provide for opportunities to address both the internal and external causes of poverty and needs to be viewed as the starting point in any anti-poverty strategy. In brief, PRWORA changed the nation's welfare system into one that requires work in exchange for time-limited assistance in order to move families from welfare to the workforce.

Anti-Poverty Goals

1. The City of Syracuse Department of Neighborhood & Business Development (NBD) will work closely with the County of Onondaga to ensure that social service delivery to inner city residents is accomplished. Since 2002, the City has worked with the Onondaga County Department of Social Services and a number of other partners to implement the Uplift Syracuse program, a comprehensive approach to improving the City's overall quality of life;
2. Continue funding of both large city-wide agencies and small grassroots neighborhood organizations that are working to break the cycle of poverty in the City;
3. The City will work with the Regional Transportation Council, CENTRO, to overcome the barriers of job location vs. available workforce; and
4. The City will partner with CNY Works, the regional job training, placement, and retention agency in order to meet the employment needs of City residents and employers.

Uplift Syracuse is a holistic multi-agency approach designed to improve overall quality of life within the City by facilitating resident empowerment and participation in neighborhoods. Through the program, NBD partners with the County's departments of Social Services, Health, Aging and Youth, and Probation, as well as with the City's departments of Public Works, Fire, Police, and Code Enforcement, and other non-governmental agencies. Uplift Syracuse uses door-to-door outreach to inform residents of services that are available to them, to provide services as necessary, and to promote the establishment of block associations. Through the household-by-household, block-by-block, and street-by-street approach, the program works to improve the physical appearances of neighborhoods and assist residents in accessing services more effectively.

While the City of Syracuse is not responsible for directly providing social service programs, the City does enjoy a good working relationship with the County of Onondaga in working out social service delivery to residents of inner city neighborhoods. The County of Onondaga Department of Social Services is responsible for implementing both the federal and New York State legislation that addresses the anti-poverty programs in this community. The Department of Social Services (DSS) provides a wide variety of services to adults, children, elderly, and families in need. These programs include temporary services, food stamps, day care services, home energy assistance, medical assistance, and child support services, among others. For example, the Transitional Opportunities Program (TOP) is a unique service delivery system designed to ensure that working families stay employed and become self-sufficient. The program addresses the many challenges to job retention and post-employment transitions by providing a wide array of services, assistance and support to families as they negotiate the world of work.

Community Social Infrastructure

Syracuse has a number of agencies that serve the many needs of the poor. The agencies range from large multi-service providers like the Salvation Army, the Rescue Mission, and Catholic Charities to the extremely small targeted programs like Community United to Rebuild Neighborhoods. Through the agencies and organizations, every effort is made in addressing the needs of those in poverty. The City of Syracuse, while not a direct provider of many of the services offered, has funded many agency-driven programs through the CDBG social service line. Programs for food distribution, employment, shelter, clothing, recreation, education and a myriad of others are provided. While the community is fortunate to be rich in these private nonprofit resources, they are just beginning to see the opportunities available for consolidation of programs. The United Way of Central New York has been at the forefront of assisting the community to prioritize its needs with the limited community funds that are available. Barriers between agencies continue to be broken down, and partnerships along with the reduction of duplication are making the social service delivery system more effective in the community.

In recent years, the regional transportation authority, CENTRO, reviewed plans to overcome the barrier of job location versus available workforce. CENTRO redesigned routes to accommodate inner city residents with work opportunities in the suburbs and implemented a pilot public transportation route to Hancock International Airport to provide access to the 3,000 jobs that are available. The pilot routes are scheduled around the shift changes at the airport.

Job Training, Job Placement, Job Retention

The City of Syracuse and the County of Onondaga consolidated their operations of the Job Training Partnership Agencies under the local Workforce Investment Board known as CNY Works, a not-for-profit corporation that serves the workforce development needs of the Syracuse area. The agency's board of directors is made up of representatives from business, education, organized labor, government, employment & training, economic development and community-based organizations. CNY Works partners with area organizations that provide job training, placement, and retention services in order to better coordinate the delivery of those services in Onondaga County and the City of Syracuse. Workforce partners include the City of Syracuse Office of Economic Development, the City of Syracuse Industrial Development Agency (SIDA), the Metropolitan Development Association (MDA) and Onondaga County JOBSPlus!, among many others.

CNY Works also has a One-Stop Career Center in the City of Syracuse, as well as a searchable website where job seekers and employers can post employment information and resumes. At the One-Stop Center, job seekers can receive counseling on career direction and job searching, attend workshops on topics such as interviewing skills and filling out employer applications, and receive intensive career services such as job training in a new field. The One-Stop Career Center also contains a resource room for job seekers and a training room for all of its computer skills and workforce development workshops.

JOBSPPlus! is a joint program between the Onondaga County Department of Social Services (DSS) and Onondaga Community College. The program serves public assistance clients by providing job counseling, job training and job search services, along with vouchers for transportation to training interviews and work. JOBSPPlus! works in partnership with many local organizations including the Central New York Regional Transportation Authority (CENTRO) and the County's social service providers.

NON-HOMELESS SPECIAL NEEDS

Non-homeless Special Needs

Welch Terrace Apartments

Welch Terrace Apartments provides affordable, permanent and secure supportive housing to a population increasingly at risk of becoming homeless; those diagnosed with HIV/AIDS. Moreover, tenants of Welch Terrace Apartments have at least one additional physical or mental disability. By providing tenants with supportive housing, many are able to stabilize their lives, live independently and enjoy an enhanced quality of life. All tenants fall into the low to very-low income levels as defined by HUD.

Annual Accomplishments

- *Thirty-five (35) clients were served*
- *Individualized care plans developed for each tenant*
- *Conducted 2,678 contacts to continually assess and monitor changing client needs in order to revise individualized care plans so as to ensure the ongoing success of the program.*

Obstacles to Accomplishments:

1. *Target population unaware of services provided*
2. *Change in agency executive resulted in a several month long transitional period*
3. *Limited funds for services*
4. *Increasing target population vs. fixed number of apartments*

Please note: *Due to an increase in the number of persons with HIV/AIDS in the Syracuse MSA, NBD plans to apply for HOPWA funding in coming years.*