

## **Fifth Year Action Plan**

### **Executive Summary**

As set forth in 24 CFR Part 91, the U.S. Department of Housing and Urban Development (HUD) requires jurisdictions to incorporate their planning and application requirements into one plan called the Consolidated Strategy Plan. A Consolidated Plan was prepared for federal fiscal years 2009 - 2013. An Annual Action Plan must be prepared for each year of the Consolidated Strategy Plan. This is the final Annual Action Plan to be submitted under the current Consolidated Strategy Plan.

The City's proposed allocation for FY 2013 consists of a total \$3,748,149 in projected support from the following programs: (1) Community Development Block Grant (CDBG) - \$1,788,835; (2) HOME Investment Partnerships (HOME) - \$772,472; and (3) Emergency Solutions Grant (ESG) - \$203,221. The City anticipates \$130,000 in CDBG and \$150,000 in HOME program income.

The activities and programs described in the Annual Action Plan are aligned with the Strategic Plan, as outlined in the Consolidated Plan. The 2013 program year will place considerable emphasis on targeting specific neighborhood revitalization areas and leveraging entitlement funds.

The following is the proposed FY 2013 Annual Action Plan, which identifies the method of distributing HUD funds and outlines the City's overall housing and community development needs and strategies.

## 2013 Entitlement and PI Summary

The following is a summary of 2013 entitlement allocations and general program uses for CDBG, HOME, and ESG.

2013 CDBG Allocation	Amount
Administration	\$ 357,767
Project Delivery Cost	\$ 276,175
Special Projects/Public Facility:	\$ 332,157
1. Ledbetter Heights (Soft Cost)	\$ 32,157
2. Triage (Phase II)	\$300,000
Housing Projects:	\$ 822,736
1. Emergency Repairs	275,600
2. Paint Your Heart Out	402,136
3. World Changers	60,000
4. Handicap Accessibility	70,000
5. Property Management	15,000
<b>Total</b>	<b>\$1,788,835</b>

2013 HOME Allocation	Amount
Administration	\$ 77,132
Program Staff	\$ 110,000
CHDO Set-Aside	\$ 115,698
HOME Housing Projects:	\$ 469,642
1. Reconstruction	\$ 169,642
2. Home Ownership Assistance/HAPPI	\$ 300,000
<b>Total</b>	<b>\$ 772,472</b>

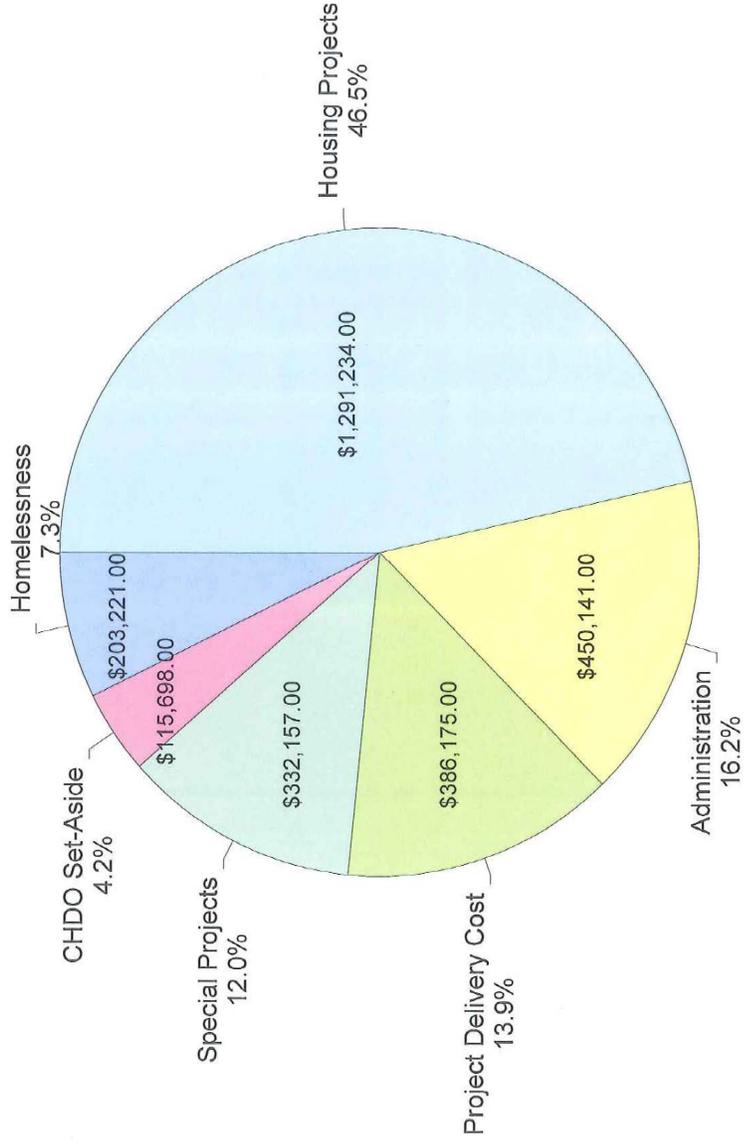
<b>2013 ESG Allocation</b>	<b>Amount</b>
Administration	\$ 15,242
Emergency Shelters	88, 790
Street Outreach – Essential Services	22,198
HMIS	3,000
Rapid Re-Housing	29,596
Homelessness Prevention	44,395
<b>Total</b>	<b>\$203,221</b>

Program income and its uses for 2013 are listed below.

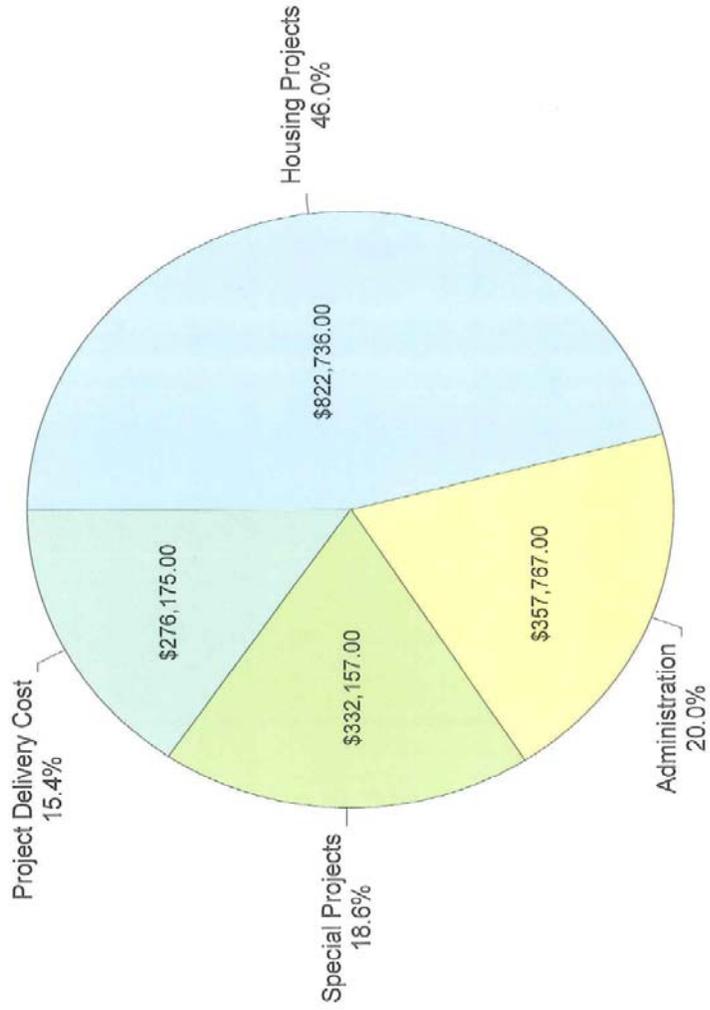
<b>CDBG Program Income</b>	<b>Amount</b>
Individual Development Accounts	\$ 30,000
Infrastructure	\$ 100,000
<b>Total</b>	<b>\$ 130,000</b>

<b>HOME Program Income</b>	<b>Amount</b>
Reconstruction	\$ 150,000
<b>Total</b>	<b>\$ 150,000</b>

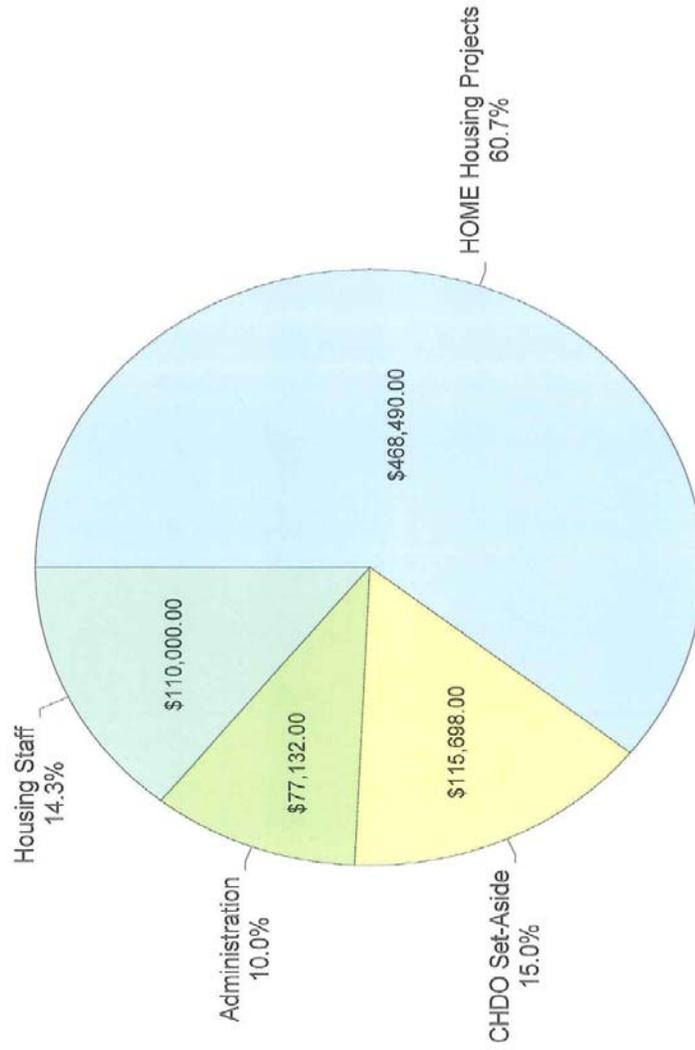
## 2012 Entitlement Summary (Proposed Expenditures)



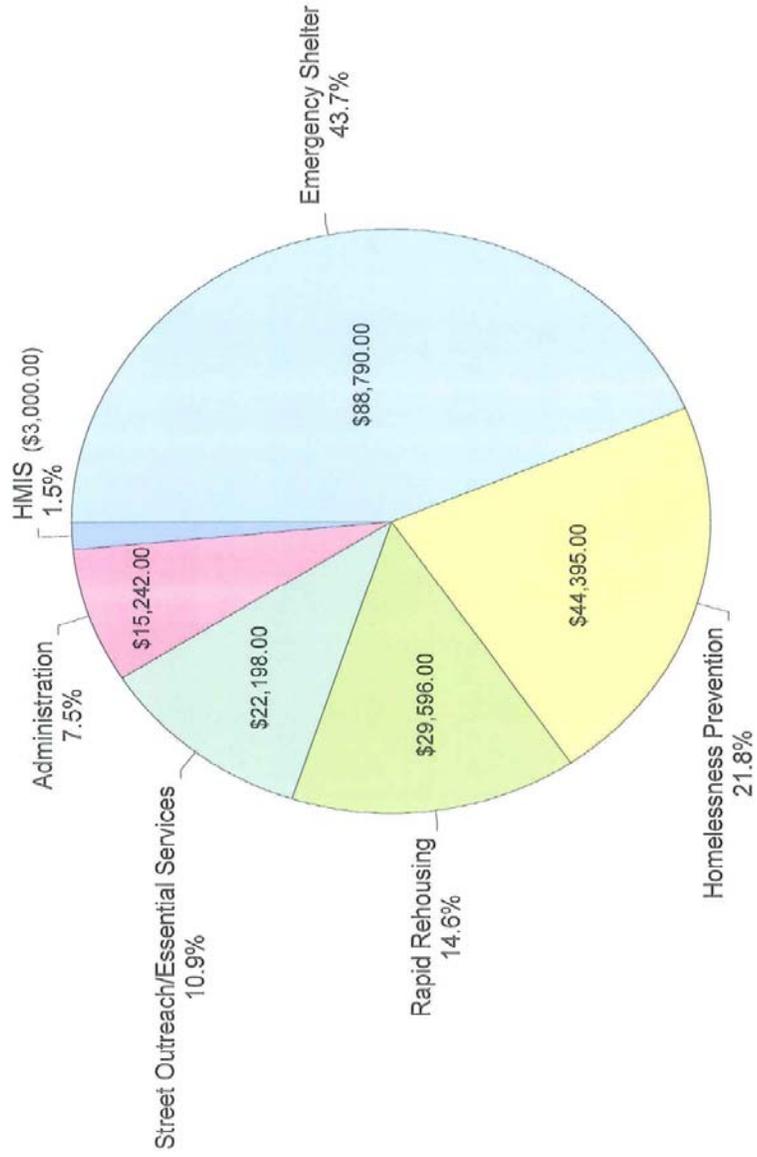
**2012 Community Development Block Grant (CDBG) Funds  
(Proposed Expenditures)**



## 2012 HOME Funds (Proposed Expenditures)



## 2012 Emergency Solutions Grant (Proposed Expenditures)



## Geographic Distribution

The proposed allocation of funds is based on federal funding requirements for each formula-allocated grant. Areas of low to moderate-income concentration and certain areas of high minority concentration are targeted. Areas of low homeownership and deteriorating housing conditions were also considered in our targeting process. Those individuals or families participating in the HAPPI program can purchase a home anywhere in the city.

The City will target the majority of its resources in small geographic areas in order to make a visible, measurable impact. Shreveport Adopted its Revitalization Master Plan (RMP) in 2000, in accordance with Parish Redevelopment Law RS 33:4625, which authorizes local jurisdictions in Louisiana to expropriate property to gain clear title for development of affordable housing and remove slum and blighted conditions. The initial RMP in 2000 included seven of Shreveport's CDBG Target Areas and the RMP was amended in 2004-2005 to designate two additional CDBG Target Areas as revitalization areas.

The majority of the CDBG and HOME funds will be targeted to the 19 CDBG Target Areas. The 9 target areas currently authorized under the Revitalization Master Plan are Allendale, Lakeside, Queensborough, Ingleside, Mooretown, Ledbetter Heights, Stoner Hill, MLK, and Cedar Grove. The remaining 10 target areas not currently included in the Revitalization Master Plan are Caddo Heights, Cherokee Park, Greenwood Acres, Highland, Hollywood, Reisor, Solo Hood, Sunset Acres, Waterside, and Werner Park. All other HOME and CDBG funds will be distributed on a citywide basis to eligible applicants. All new investments will be made to maintain current affordable units or create additional affordable housing units.

CHDO set-aside funds will be distributed on a competitive basis. CHDO operating funds will be made available to those CHDOs developing projects utilizing HOME funds. Homeless projects will be located citywide.

## **Activities to be Undertaken**

The City of Shreveport will undertake a broad range of eligible activities in housing, capital improvement, public facilities, economic development, and human services to improve the quality of life of its low and very low-income citizens. The FY 2013 program year will include entitlement funds, program income, and other federal and non-federal resources.

The majority of the recipients of CDBG, HOME, and ESG funds will serve families at or below 80 percent of the area median income. Entitlement funds will be targeted with programs that serve participants in the target areas. Forgivable loans are given to persons who meet 50 to 80 percent of the area's median income and persons with special needs for specified programs outside the target area. It is expected that all of the participants of the Paint Your Heart Out-Shreveport Program will be elderly or disabled and below 50 percent of the area's median income. The majority of persons receiving homeless assistance will have incomes below 30 percent of the area's median income.

The City will provide financial assistance to assist Special Tax Credit Projects for affordable housing development to expand multi-family rental development projects and homeownership opportunities. Additionally, acquisition, soft costs and site development funds will be used for affordable housing development. Consideration for additional funding will be given upon completion of the pre-development phase.

The city has completed the first phase of a Strategic Empowerment Initiative to rehab a vacant bank building to be used as a business service empowerment center which will create approximately 10 - 20 full time jobs. The Jewella Whitehouse Financial and Business Empowerment Center will also provide an array of services to include: community banking, business assistance services, small and micro business loan programs, entrepreneurship education, training seminars and workshops and technical assistance programs.

Capacity building for the staff will continue to be one of the priorities in 2013. Technical assistance will be on-going to strengthen and build upon the existing skills and expertise.

The City has entered into a partnership with a local university to provide Homeownership assistance (IDA'S) to assist low-income citizens. This program is designed to help these persons through financial literacy, housing and small business development.

The City plans to continue an Artistic Board-Up project, which will not only alleviate the dangerous, eyesores in the neighborhood, but will make vacant property more attractive, safer and secure. The City is determined to help revitalize neighborhoods by providing cost effective solutions to the challenge of vacant property.

Although the City is responsible for the Consolidated Plan activities, a variety of public and non-profit organizations will be involved in administering components of the plan. The participating entities will be encouraged to leverage their own resources with other grant programs. Activities undertaken in FY 2013 will involve a network of entities focusing on addressing gaps in the delivery of services, housing programs, economic development, and human services

programs, all of which will help combat blight and encourage neighborhood revitalization.

## **Federal, State and Local Resources**

The City continues to apply for resources in support of the implementation of its community development programs. In addition to our HOME, CDBG, and ESG funds, the City relies on other federal and state resources for leveraging. The following are other grants currently received or represent applications for funding currently under consideration.

**Low Income Housing Tax Credits** – Private developers are encouraged to apply for state allocations of tax credit equity for affordable housing development and the proceeds from the syndication of tax credits will be used to leverage multifamily rental development projects.

**Economic Development Initiative** – In 2000, the City of Shreveport was awarded a \$2 million grant (the Economic Development Initiative) to provide economic opportunities for low to moderate-income persons. These funds will continue to be used to enhance economic development opportunities in the target areas until expended.

**Lead Based Paint** – the City has submitted an application for Lead Based Paint funding. Funds will be used to provide mitigation assistance for housing impacted by lead based paint.

**Workforce Investment Act (WIA)** – Funds are used to provide workforce investment activities that increase the employment, retention, and earnings of participants and increase occupational skill attainment by participants, which will improve the quality of

the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of economically disadvantaged individuals.

## **Other Resources**

Other resources are expected to be made available to address the needs identified in this plan. Other State of Louisiana funding grants will also be sought. Private lenders will contribute significant leverage to the Homebuyer's Assistance Program Participation Initiative (HAPPI) Program, the City's Economic Development Initiative, and several multifamily projects slated for FY 2013.

**Matching Requirements** – the ESG Program will be met with various resources ranging from in-kind donations and cash to volunteer labor.

**Private Donations** – The City is currently engaged in housing development efforts with several lending institutions. Private donations and in kind contributions are committed annually to the Paint Your Heart Out-Shreveport campaign.

**Private Lenders** – The City of Shreveport has partnerships with several lending institutions to provide permanent financing for first-time homebuyers whose incomes are at or below 80 percent of the area median income level.

**Shreveport Home Mortgage Association (SHMA)** - will provide homebuyer assistance for first-time homebuyers.

**City-owned and Expropriated Property** – The City will continue its emphasis on expropriating abandoned and adjudicated property and making property

available to for profit and non profit developers for affordable housing development.

## **Managing the Process**

1. The City of Shreveport, Department of Community Development is the responsible entity for administering programs as outlined in the consolidated plan.
2. The consolidated plan was developed utilizing input from community meetings, technical assistance and outreach workshops, focus group sessions, surveys and interviews.

There was an attempt to reach a broad range of citizens in order to incorporate their comments into the planning process. Housing, homeless, and disability service providers economic development organizations, real estate and finance professionals, non-profits organizations, and the community at large participated in the process.

3. The City will initiate a housing roundtable that brings together participants from all sectors of the housing industry, health, social service agencies, including non-profit and for-profit builders, public and private housing, financial institutions, community activists, appraisers, and insurance representatives, to discuss relevant topics and provide an opportunity for participants to network within the industry and to enhance coordination between the agencies.

## **Citizen Participation**

1. This plan was developed using an effective citizen participation process in compliance with the regulations set forth in 24 CFR Part 91. A copy of the

comments that were received is incorporated into this document. The City's participation plan encourages and empowers citizens to participate in the development of viable urban programs. A notice of public hearings was published in the local newspaper. Two public hearings were held to obtain the views of citizens on housing and community development needs and the development of proposed activities.

2. The plan was made available for citizen comments or views on the plan for a thirty day period. There were no comments received.
3. It is the policy of the City of Shreveport to take reasonable steps to assist non-English speaking residents to be able to understand and participate in discussions that take place at public hearings, when a significant number of non-English speaking residents can reasonably be expected to attend.
4. Non-applicable

### **Procedures**

- A. Anyone anticipating that the effectiveness of the public hearing will be significantly reduced because of English language limitations should contact the City of Shreveport, Department of Community Development as far in advance of the public hearing as possible.
  - B. At least 48 hours (two complete business days) advance notice is required.
- II. It is the policy of the City of Shreveport to provide citizens with reasonable advance notice of and opportunity to comment on

proposed activities not previously included in the Consolidated Plan and any proposed deletion or other substantial change to the activities.

## **Institutional Structure**

1. Work with non-profit organizations to address community needs and provide support to federal and non-federal funding initiatives.
2. Work with private industry to address important issues that hamper housing and community development efforts.
3. Identify opportunities to create private/public partnerships for project finance and development to leverage federal funds.
4. Create networking opportunities through a housing roundtable that provides opportunities for City staff to interact with all sectors of the housing industry.

## **Monitoring**

The Department of Community Development views its monitoring responsibilities as an ongoing process, requiring continued communication, evaluation, and follow-up. The process involves frequent telephone contacts, written communications, an analysis of reports, audits, and periodic meetings with the sub-grantee. The Department's staff stay informed concerning compliance with program requirements and the extent to which technical assistance is needed.

The overriding goal of monitoring is to identify deficiencies and promote corrections in order to improve and reinforce performance. Deficiencies will be

corrected through discussion, negotiation, or technical assistance. The three stages utilized for addressing problem areas are early identification of problems, intervention for more serious or persistent problems, and sanctions.

In selecting an area to review, the monitor will conduct an analysis to identify the specific program areas to review and the depth of the review. Certain types of activities will be selected as appropriate for monitoring.

The following are samples of areas that will be considered for monitoring:

- A. Compliance with regulations and contract requirements,
- B. Compliance with OMB circulars,
- C. Performance goals,
- D. Operating costs,
- E. Recordkeeping, and
- F. Utilization of minority business for purchasing and procurement.

It is essential that each review be adequately documented and that the documentation supports the conclusion reached. Each program will have a monitoring form or checklist. These forms and checklists will permit monitors to use their judgment in determining which specific issues will be covered in greater detail.

### **Preparation of On-Site Reviews**

The monitor will review the following types of in-house data prior to the visit:

- A. Sub-recipient application for funding,
- B. Written agreement,

- C. Progress reports,
- D. Draw-down requests,
- E. Correspondences,
- F. Previous monitoring reviews, and
- G. Copies of any audits.

When conducting a monitoring visit, the following steps will be followed:

- Notification letter contacting sub-recipients to explain the purpose of the visit, to agree upon a date, and submit a formal notification letter,
- Meet with appropriate staff and explain the purpose, scope, and schedule of the visit,
- Review as necessary appropriate material generated which provides more detailed information on project description, budget, eligibility status, and national objectives,
- Review pertinent files for required documentation and verify the accuracy of information provided, particularly in the monthly report,
- Interview appropriate staff,
- Visit project sites for a sample of activities being monitored, and
- Hold an exit conference or other form of consultation to present preliminary conclusions resulting from the visit to assure that the conclusions are based on accurate information.

The standards and procedures that the City will use in monitoring activities under the Consolidated Plan will be incorporated into the City's existing monitoring procedures. Follow-up will occur as early as possible, particularly if there are major findings. In no case will the time between the last day of the visit and the date of the letter exceed thirty (30) calendar days.

In the event that the monitoring findings are not answered at the target date for corrective action, a telephone call, along with a follow-up letter, will be made and documented for the files. The follow-up will also identify and recognize successes. If the corrective action has not be satisfied within thirty (30) calendar days, a warning will be given in writing of the possible consequences of failure to comply as provided under the contract and applicable regulations.

When the responses have been received, the appropriate staff member will review the corrective action proposed or taken. The reviews will be completed within fifteen (15) calendar days. If the reviews indicate that the action was less than satisfactory, a letter will be sent which specifies needed additional action and the due date. The letter will have concurrence of the Director or staff responsible for the follow-up.

A new due date may be established subject to good faith efforts to resolve the finding. A follow-up may be necessary to verify corrective action or to provide the technical assistance when the findings are unable to be resolved or corrected. When the Department of Community Development determines that a corrective action is satisfactory, a letter will be sent stating that the finding is closed.

## **Lead-Based Paint**

**Goal:** Increase the inventory of lead safe housing units.

**Strategies:**

1. Continue to meet HUD lead-based paint abatement standards in housing rehabilitation programs.

2. Identify additional funding to perform abatement on pre 1978 housing in the target census tracts and perform abatement to reduce affected units by 10 percent during the five year period ending December 2013 based on current estimates of lead-based paint affected units.
3. Seek funding as it becomes available to provide testing and abatement of lead-based paint hazards in single-family housing where young children are present.
4. Expand the stock of lead safe housing units through housing initiatives.
5. Seek funding as it becomes available to provide for testing, abatement, training, and educational awareness.
- 6.

## Housing

### 2013 Housing Project Details

Details for CDBG and HOME Program allocations for use in housing projects are provided below. Program Income not reflected in this listing.

<b>CDBG HOUSING PROJECTS</b>	<b>AMOUNT</b>
Emergency Home Repair	\$275,600
Façade Improvement: World Changes	\$ 60,000
Paint Your Heart Out	\$ 402,136
Handicap Accessibility	\$ 70,000
Property Management	\$ 15,000
<b>Total</b>	<b>\$822,736</b>

<b>2013 HOME Housing Projects</b>	<b>Amount</b>
Reconstruction	\$169,642
Home Ownership Assistance/HAPPI	\$300,000
<b>Total</b>	<b>\$469,642</b>

## **Specific Housing Objectives**

**Goal:** Improve the condition and availability of affordable housing.

**Objective 1:** Improve the condition of housing for low-income homeowners.

**Strategy 1.1:** Provide emergency repairs to homeowners with urgent repair needs.

**Performance Goal:** Provide assistance for 10 housing units.

**Strategy 1.2:** Provide funding for a reconstruction project for low-income homeowner.

**Performance Goal 1:** Assist 1 unit with reconstruction.

**Strategy 1.3:** Continue funding volunteer home repair and exterior façade programs and organizations such as “Paint Your Heart Out Shreveport”, and World Changers, as well as handicapped accessibility projects.

**Performance Goal:** Assist 58 housing units.

**Objective 2:** Increase the viability for potential homeownership opportunities.

**Strategy 2.1:** Expand homeownership classes and credit repair programs to assist first-time homebuyers and the broader community to improve their ability to qualify for home mortgages.

**Performance Goal:** 100 households assisted.

**Strategy 2.2:** Provide down-payment, closing cost and principal reduction assistance to low-income homebuyers.

**Performance Goal:** 25 households assisted

**Strategy 2.3:** Support the development of new construction or lease/purchase units and programs to expand homeownership opportunities.

**Performance Goal:** 15 households/units assisted.

**Objective 3:** Create initiatives that reduce mortgage defaults and foreclosure rates among low and moderate income home buyers.

**Strategy 3.1:** Create a mortgage default and foreclosure prevention account for affordable home buyers to insure that funds are escrowed to help cover the cost of unexpected income/job loss and to write down interest rates.

**Performance Goal:** Design a program and institute program guidelines by the end of the 2013 program year.

**Objective 4:** Increase the number of newly constructed homes available on the affordable housing market in Shreveport.

**Strategy 4.1:** Continue the development and adoption of revitalization plans and the addition of the remaining target neighborhoods' into the Revitalization Master Plan for eligibility to participate in expropriation and property acquisition of vacant lots.

**Performance Goal:** Develop revitalization plans for three additional target areas and continue to utilize the homeownership zone approach to creating affordable

housing in the target areas requiring plans and target areas currently included in the Revitalization Master Plan.

**Strategy 4.2:** Continue to utilize vacant and/or adjudicated lots to increase housing availability in low-income communities.

**Performance Goal:** Acquire 10 lots.

**Objective 5:** Improve the condition of housing for low-income renters and home owners.

**Strategy 5.1:** Develop and create a rental housing inspection pilot program and ordinance to address the sub-standard housing stock.

**Performance Goal:** Obtain approval from appropriate authority, work with City Attorney to develop an ordinance and design a pilot program that can be implemented during 2013.

**Strategy 5.2:** Develop and adopt a local Fair Housing Ordinance.

**Performance Goal:** Assist City Attorney with development of a local Fair Housing Ordinance and initiate City Council adoption.

**Objective 6:** Increase the supply of housing available to low-income renters.

**Strategy 6.1:** Work with developers to identify opportunities to utilize non federal resources to build affordable housing and to leverage CDBG and HOME program dollars.

**Performance Goal:** Identify new funding sources for projects and provide support to developers in their applications to the State and other sources for non federal funding for affordable housing Financing.

**Objective 7:** Expand the participation of private sector, non profits and faith based organizations in affordable housing and housing services through outreach and training.

**Strategy 7.1:** Investigate new funding opportunities and potential financial partnerships that could be utilized to leverage federal funds and provide more affordable housing and housing services.

**Performance Goal:** Work with partners to develop special programs to address housing needs and housing services.

**Objective 8:** Strengthen the capacity of non-profit and faith based housing developers to build affordable housing.

**Strategy 8.1:** Provide funding for rental or homeownership activities to developers, CHDOs and other nonprofit agencies working to make affordable houses available to low-income residents.

**Performance Goal:** Assist 3 organizations and support 25 units of new construction home ownership housing through CHDO Set-aside and technical assistance operating funds.

**Strategy 8.2:** Involve a collaboration of community partners to address housing issues.

**Performance Goal:** Create a housing council and Community Development Advisory Task Force.

## Needs of Public Housing

According to Public Housing's five-year plan, the City will collaborate with public housing and other partners to support initiatives in a range of programs focusing on job training, education, case management, affordable housing development, and ancillary support services such as HUD's Drug Elimination Grant Program.

The Shreveport Housing Authority has plans to:

- 1) Produce 300 units of affordable housing through public/private partnerships.
- 2) Modernize or redevelop 100% of existing public housing to market standards.
- 3) Create additional 100 affordable homeownership opportunities for lower-income families.

## **Barriers to Affordable Housing**

**Goal:** Address barriers to affordable housing development and availability in order to reduce the cost burden on low and moderate-income residents.

### **Strategies:**

1. Fully implement the strategy to return adjudicated vacant lots to affordable housing production to provide a pipeline of lots to non-profits for development.
2. Expand homebuyer education and credit repair classes to increase the stream of qualified homebuyers entering the housing market.
3. Work with Community Partners to develop a widely accessible lease/purchase program that could help builders find buyers for affordable homes.

## **Home/American Dream Down Payment Initiative (ADDI)**

### **HOME Specific Requirements**

The City of Shreveport has no other forms of investment than those that are described in Sec. 92.205(b) of this HOME Investment Partnership Act.

### **HOME Recapture Provisions:**

The City of Shreveport will provide HOME assistance to develop homeownership opportunities for low income homebuyers and will impose recapture requirements on the housing. The HOME rule at 92.254(a)(5) establishes the recapture

requirements HOME Participating Jurisdictions (PJs), herein referred to as (the city), must use for all homebuyer activities. These provisions are imposed for the duration of the period of affordability on all HOME-assisted homebuyer projects through a written agreement with the homebuyer, and enforced via lien, deed restrictions, or covenants running with the land. The recapture provisions are triggered by any transfer of title, either voluntary or involuntary, during the established HOME period of affordability.

For HOME-assisted homebuyer unit under the recapture option, the period of affordability is based upon the *direct HOME subsidy* provided to the homebuyer that enabled the homebuyer to purchase the unit. Any HOME program income used to provide direct assistance to the homebuyer is included when determining the period of affordability.

The following table outlines the required minimum affordability periods.

If the total HOME investment (resale) or direct subsidy (recapture) in the unit is:	The period of Affordability is:
Under \$15,000	5 years
Between \$15,000 and \$40,000	10 years
Over \$40,000	15 years

The HOME recapture provisions are established in 92.253(a)(5)(ii), permit the original homeowner to sell the property to any willing buyer during the period of affordability while the PJ is able to recapture all or portion of the HOME assistance provided to the original homebuyer.

The city has chosen the option to allow the homebuyer to retain all appreciation. The city will reduce the amount of direct HOME subsidy on a pro-rata basis for the time the homebuyer has owned and occupied the housing, measured against the required affordability period. The resulting ratio would be used to determine how much of the direct HOME subsidy the city would recapture. The pro rata amount recaptured by the city cannot exceed what is available from net proceeds.

The formula that will be used to determine the pro rata amount recaptured by the city:

- Divide the number of years the homebuyers occupied the home by the period of affordability;
- Multiply the resulting figure by the total amount of direct HOME subsidy originally provided to the homebuyer.

In the event there are insufficient net proceeds available at sale to recapture the full pro rata amount due, the city is not required to repay the difference between the prorated direct HOME subsidy and the amount the city is able to recapture from available net proceeds.

**Affirmative Marketing Plan** – The City of Shreveport, through a coordinated effort with other organizations, is committed to the goals of affirmative marketing and fair housing. The following steps will be taken:

Inform the public, potential tenants, and owners about federal fair housing laws and affirmative marketing policies;

Place news releases in the Shreveport Times and Sun promoting fair housing;

Produce and utilize print and electronic media advertisements and public service announcements to spread public information on fair housing;

Conduct fair housing workshops and seminars for the public;

Conduct fair housing presentations and seminars to the local Board of Realtors, lenders, and property owners;

Conduct a study to determine Impediments to Fair Housing;

Solicit bids and services from Minority Business Enterprises (MBE) and Women-owned Business Enterprises (WBE);

Maintain a directory of MBEs and WBEs;

Certify identified local and regional Disadvantaged Women and Minority Business Enterprises (W/M/DBEs), as required by federal funding sources and other local and regional entities;

Maintain and update a listing of W/M/DBEs for City purchasing and procurement and to be used as a W/M/DBE location tool for other city and regional office needs;

Expand the small business assistance program by encouraging the use of certified W/M/DBEs for work on federally funded and City-funded projects;

Report W/M/DBE participation to federal funding agencies for and through City departments;

Work with the Purchasing Department and the Fair Share Coordinator to track W/M/DBE participation percentages; and

Strengthen ties with the City's economic development initiatives as well as other local and regional economic development entities.

**Multifamily Housing Refinancing** – The City does not intend to use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds. In addition, the funds will not be used to refinance multifamily loans made or insured by any federal program. The City is aware that HOME funds cannot be used to refinance multifamily loans made or insured by any federal program, including CDBG.

## **HOMELESS**

### **Specific Homeless Prevention Elements**

1. Funding for homeless programs in Shreveport is provided primarily through the Supportive Housing Program and the Emergency Solutions Grant. The city hopes to achieve the objective of reducing the number of homeless individuals and families living on the streets or in emergency Solutions. Below is a summary of the components and related eligible costs:

- **Street Outreach:** funds may cover costs related to essential services for necessary to reach out to unsheltered homeless persons (including emergency health or mental health care, engagement, case management, and services of special populations).
- **Emergency Shelter:** funds may be used for renovation of emergency shelter facilities and the operation of those facilities, as well as services for the residents (including case management, child care, education, employment assistance and job training, legal, mental health, substance abuse treatment, transportation, and services for special populations).
- **Homelessness Prevention** Funds may be used to provide housing relocation and stabilization services and short and/or medium-term rental assistance necessary to prevent an individual or family from moving into an emergency shelter or another place.
- **Rapid Re-Housing Assistance:** funds may be used to provide housing relocation and stabilization services as necessary to help a homeless individual or family move as quickly as possible into permanent housing and achieve stability in that housing.
- **Housing Relocation and Stabilization Services:** ESG funds may be used to pay financial assistance to housing owners, utility companies and other third parties.
- **HMIS:** funds may used to pay the costs for contributing data to the HMIS designated by the Continuum of Care for the area. Eligible activities include (computer hardware, software, or equipment, technical support, office space, salaries of operators, staff training costs, and participation fees).

## 2-4 Goals, Objectives and Strategies:

**Goal:** Facilitate an expansion of housing and supportive services offered to homeless families and individuals in Shreveport.

**Objective 1:** Continue to collaborate with homeless providers to supply a continuum of services.

**Strategy 1.1:** Support and encourage non-profit participation in a Homeless Management Information System (HMIS).

**Performance Goal:** Assist in increasing non-profit participation by 25%.

**Objective 2:** Support services aimed at the prevention and elimination of homelessness.

**Strategy 2.1:** Provide Emergency Solution Grant (ESG) funds to avert eviction, foreclosure, essential services, emergency shelters, homelessness prevention and rapid re-housing (short- or Medium term rental assistance)

**Performance Goal:** Assist 1700 individuals.

**Strategy 2.2:** Provide ESG funds to assist shelters and homeless providers with street outreach, maintenance and operating services

**Performance Goal:** Assist 8 programs.

**Objective 3:** Support transitional housing opportunities for homeless families and youth.

**Strategy 3.1:** Assist non-profit organizations in the provision of transitional housing projects for short- and medium-term rental assistance for those who are at risk of becoming homeless or transitioning to stable housing.

**Performance Goal:** Assist 745 individuals or families.

**Objective 4:** Support permanent supportive housing units available to special needs populations.

**Strategy 4.1:** Work with providers to develop additional permanent supportive housing units.

**Performance Goal:** Add 25 permanent supportive housing units.

## **5. Discharge Coordination Policy**

Homeless Discharge Coordination activities are carried out by HOPE for the Homeless, the Continuum of Care organization. HOPE does not receive ESG funds for this function.

HOPE was instrumental in the establishment of the Louisiana Advocacy Coalition for the Homeless (LACH). The agencies interface with correction officials and Department of Health and Hospitals (DHH)

leadership to initiate planning policies and procedures that will not release residents of state hospitals or correction facilities into homelessness.

## **Emergency Solutions Grants (ESG)**

ESG funds are awarded to homeless providers on a competitive basis. The City will use the Request for Proposal process for selecting projects. Awards shall be based on an evaluation and ranking of individual project proposals. The City reserves the right to negotiate the final grant amounts and local match. Priority will be given to projects that are an integral part of the local Continuum of Care. An applicant may be disqualified from receiving an award if prior expenditures, audits, or monitoring reports indicate an inability to utilize program assistance on a timely basis.

## **COMMUNITY DEVELOPMENT**

### **CDBG Program Specific Requirements**

Shreveport's CDBG entitlement funds are earmarked to continue to provide effective programming, monitoring, and management of activities meeting the CDBG national objectives: (1) benefiting low to moderate-income individuals; (2) eliminating slum and blight; and (3) addressing urgent needs.

The City utilizes a Request for Proposal (RFP) process to solicit project for the upcoming fiscal year. Awards will be based on evaluation and ranking of individual project proposals. The City reserves the right to negotiate the final grant amounts and local match. Priority will be given to projects located in the model block area or one of the 19 CDBG targeted areas. Large-scale economic development and housing projects are submitted year-round that require federal

match or tax credits and land assembly. An applicant may be disqualified from receiving an award if prior expenditures, audits, or monitoring reports indicate an inability to utilize program assistance on a timely or effective basis.

Additional projects are determined based upon fulfilling the objectives outlined in the Consolidated Strategy Plan. The goal for 2013 is to improve the quality of life for low to moderate-income individuals and families by addressing specific problem areas, such as affordable housing, employment and job training, infrastructure, business development, homelessness, and public services.

The proposed CDBG entitlement for fiscal year 2013 is \$1,788,835. Funds will be used for, but not limited to, emergency repairs, housing projects, housing staff costs, business development, and administrative costs. There have been no funds returned to the line-of-credit from which the planned use has not been included in a prior statement or plan. There was no income generated by a float-funded activity.

## **Non-housing Community Development Plan**

**Goal:** Improve living conditions in Shreveport by addressing non-housing community development needs.

**Objective 1:** Address housing infrastructure needs in the CDBG targeted areas of Shreveport.

**Strategy 1.1:** Provide funding for housing infrastructure improvements.

**Performance Goal:** Fund housing infrastructure in one Home Ownership Zone.

**Objective 2:** Support improvement of infrastructure and public facilities in the CDBG targeted areas of Shreveport.

**Strategy 2.1:** Support the improvement of public facilities.

**Performance Goal:** Support one project.

**Objective 3:** Improve neighborhood conditions.

**Strategy 3.1:** Duplicate the Home Ownership Zones Initiative in other targeted areas in the city.

**Performance Goal:** Expand the home ownership zone concept into one additional targeted neighborhood.

**Strategy 3.2:** Create and implement a program to support residents impacted by Property Standards actions as it relates to housing.

**Performance Goal:** Identify funding to support two tenants as part of a housing diversionary program for tenants residing in substandard housing and living in units slated for demolition due to property standards action.

**Objective 4:** Expand business opportunities by supporting businesses and individuals engaged in economic development activities.

**Strategy 4.1:** Provide direct financial assistance to micro enterprises/individuals.

**Performance Goal 1:** Assist micro enterprise businesses to create 10 jobs.

**Performance Goal 2:** Assist micro credit entities or individuals to create 5 jobs.

**Strategy 4.2:** Create opportunities to provide a full range of business assistance services for new and expanding businesses and entrepreneurs.

**Performance Goal:** Identify one business incubator projects for funding in 2013.

**Strategy 4.3:** To partner with local lending institutions to create credit enhancement tools such as a loan loss reserve fund, interest rate buy downs, and loan guarantees to promote business opportunities in targeted neighborhoods.

**Performance Goal:** Create, expand, or improve five businesses in targeted neighborhoods.

**Objective 5:** Create marketable sites for new business development.

**Strategy 5.1:** Prioritize commercial corridors for economic development funding in areas designated for the residential home ownership zone initiative in order to maximize revitalization efforts.

**Performance Goal:** Designate one commercial corridor located within a home ownership zone and identify funding to support commercial revitalization during the years covered under the 2009 - 2013 Consolidated Plan.

**Objective 6:** Expand Small Business Technical Assistance Programs:

**Strategy 6.1:** Provide technical assistance to small businesses with branding, marketing, and expansion.

**Performance Goal 1:** Develop commercial facade program guidelines and identify funding.

**Performance Goal 2:** Provide pre and post technical assistance to 20 businesses.

**Strategy 6.2:** Provide site clearance to encourage reinvestment in commercial corridors.

**Performance Goal:** Provide site clearance on one commercial corridor.

**Strategy 6.3:** Provide technical assistance to construction contractors attempting to qualify for and receive performance bonds.

**Performance Goal:** Design a pilot program and identify funding.

**Strategy 6.4:** Assist nonprofits, businesses and others in applying for U.S. Department of Treasury CDFI funding to expand resources for economic development.

**Performance Goal:** Identify organizations interested in applying for funding and assist with applications.

## **Antipoverty Strategy**

**Goal:** Reduce the size of the impoverished population in the City of Shreveport.

**Objective 1:** Expand job opportunities in Shreveport.

### **Strategies:**

1. Work with local entrepreneurs to stimulate business development in targeted neighborhoods.
2. Work to attract corporate relocations/expansions into Shreveport to increase the total number of available jobs.
3. Work with local business leaders to assess the needs that businesses operating in Shreveport are experiencing.

**Objective 2:** Enhance efforts to ensure that the workforce is trained to meet the occupation demands of local employers.

**Strategy:**

1. Promote Workforce Investment Act (WIA) program among neighborhood associations and community-based organizations.
2. Promote workforce development programs offered by local universities and colleges.
3. Promote existing General Education Development (GED) programs that work with adults who have not earned their high school diplomas

**Objective 3:** Increase childcare and educational opportunities for children from low-income families.

**Strategies:**

1. Provide support to non-profit agencies that deliver childcare, head start, and after-school services to low-income households.

**Objective 4:** Expand affordable housing opportunities.

**Strategies:**

1. Work with developers to identify opportunities for the use of Low-Income Housing Tax Credits to build affordable housing developments.

2. Work with the Shreveport Housing Authority to identify homeownership opportunities through subsidized funds.

## **Specific HOPWA Objectives**

Non-Applicable

## Other Narrative

### Multifamily Assisted Housing

Below is a list of all assisted multifamily housing in Shreveport.

<b>Multifamily Assisted Housing In Shreveport</b>			
Name	Address	City	Units
Booker T. Washington	610 Turner Lane	Shreveport, LA 71106	86
Brookwood Plaza	8930 Brookwood Drive	Shreveport, LA 71118	38
Brown Park Estates	P. O. Box 1117	Shreveport, LA 71163-1117	108
Canaan Towers Apartments*	400 N. Dale Avenue	Shreveport, LA 71101	100
Canaan Village Apartments	1915 Patzman	Shreveport, LA 71101	120
Cedar Hill Apartments	7401 St. Vincent Avenue	Shreveport, LA 71106	143
Champion Lake Apartments	3501 Champion Lake Blvd.	Shreveport, LA 71105	256
Clear Horizons	4305 Illinois	Shreveport, LA 71109	84
Cooper Road Plaza Apts.	2929 Peach Street	Shreveport, LA 71107	108
Country Club Marina	4223 Lakeshore Drive	Shreveport, LA 71109	247
Eden Gardens South	P. O. Box 1117	Shreveport, LA 71163-1117	77
Evangeline Foundation*	3875 Line Avenue	Shreveport, LA 71106	62
Fair Park Terrace	3401 Mertis	Shreveport, LA 71109	70
Fox Trail Apartments	7000 Red Fox Trail	Shreveport, LA 71129	144
Galilee Eden Gardens	1500 Park Avenue	Shreveport, LA 71103	51
Galilee Majestic Arms*	1525 Sycamore	Shreveport, LA 71103	75
Holy Cross Villas West*	9333 Normandie Drive	Shreveport, LA 71118	48
Jefferson Apartments (The)	907 Louisiana Avenue	Shreveport, LA 71101	69
A DPHC (C-BARC)*	351 Jordan Street	Shreveport, LA 71101	24
Lakeside Gardens	2440 Carrie	Shreveport, LA 71103	88
LaTierra Villa	6121 Tierra Drive	Shreveport, LA 71119	64
Montclair Park Assisted Living	9100 E. Kings Highway	Shreveport, LA 71115	50
New Zion	4345 Illinois Street	Shreveport, LA 71109	100
Northside Villa	P. O. Box 1117	Shreveport, LA 71163-1117	84
Northwood Apartments II	2000 Grimmer Drive	Shreveport, LA 71107	104
Park Place Manor	3231 Mertis Street	Shreveport, LA 71109	44
Pine Hill Estates	606 Commerce Street	Shreveport, LA 71163	110
Prince Village Apartments	2488 David Raines Road	Shreveport, LA 71107	60
Shreveport Downtown Apartments	719 Edwards Street	Shreveport, LA 71101	78

- Section 202 supportive housing for the elderly