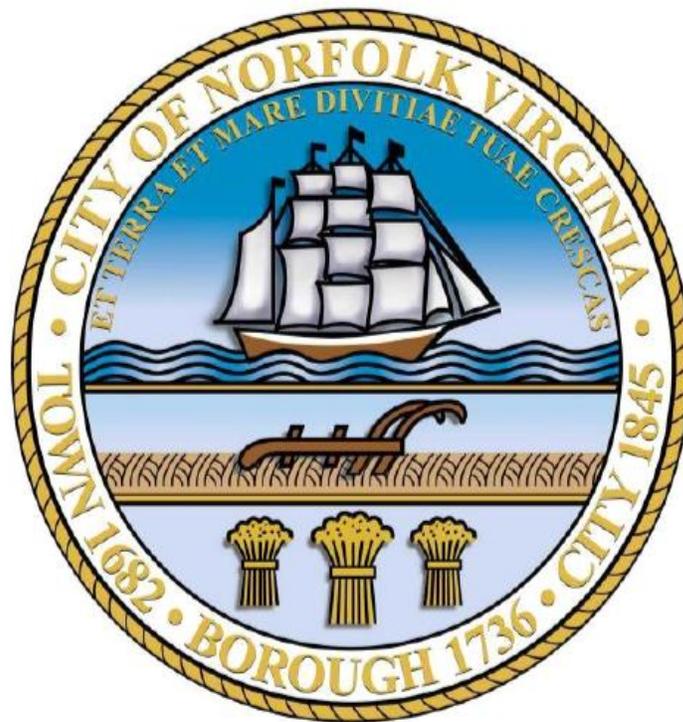


PY 2022 (FY2023) Annual Plan Proposed Draft



Acknowledgements

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Honorable Courtney Doyle	Ward 2
Honorable Mamie B. Johnson	Ward 3
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Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Norfolk is submitting its second Annual Action Plan as part of the adopted 2021-2025 (FY 2022 – FY 2026) Consolidated Plan. An Annual Action Plan is required by the U. S. Department of Housing and Urban Development (HUD) from all jurisdictions receiving Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnership (HOME) funds.

The FY 2023 (HUD Program Year 2022) Annual Action Plan was developed in accordance with HUD guidelines 24 Code of Federal Regulations (CFR) Part 91.220. This document represents a cooperative effort between the City of Norfolk, the public, and providers. It outlines the city's needs, goals, and strategies for FY 2023 and addresses citizen involvement, including information on potential resources. The priorities developed in this plan target a wide range of issues. These issues range from basic needs, such as the availability of affordable housing to quality-of-life issues like homelessness and improving public facilities to serve low-to moderate-income residents.

The FY 2023 Annual Action Plan estimated funding allocation is \$6,431,703. The funding breakdown reflects: CDBG funds of \$4,589,454, HOME funds of \$1,457,612, and ESG funds of \$385,289. The Plan provides information on the proposed activities for the upcoming planning year in AP-38.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

Norfolk's Consolidated Plan has six objectives:

Affordable Housing: The funds used to support this priority are designed to increase affordable housing opportunities in the City of Norfolk. These activities include but are not limited to homeowner and rental rehabilitation, Community Housing Development Organization (CHDO) activities, homebuyer assistance, and tenant-based rental assistance.

Economic Development: The funds used to support this priority are designed to encourage economic development and job creation in the City of Norfolk. These activities include but are not limited to financial assistance to microenterprises and small businesses, technical assistance, and the rehabilitation of commercial and industrial buildings.

Public Services: The funds used to support this priority are designed to provide services to low- and moderate- income individuals and families in the City of Norfolk. Services may include but are not limited to emergency food assistance, health and dental care, housing counseling, workforce development, emergency rent and utility assistance, permanent supportive housing, and supportive services for special needs populations including the homeless, elderly, mentally ill, victims of domestic violence, people affected by HIV, and people with disabilities.

Homelessness: The funds used to support this priority are designed to help end homelessness throughout the City of Norfolk. These activities include but are not limited to homeless street outreach, homelessness prevention services, rapid re-housing, emergency shelters, and other supportive services.

Public Facilities and Infrastructure: The funds used to support this priority are designed to improve the quality of life for low- and moderate- income residents of the City of Norfolk through public facility and infrastructure improvements. This may include but is not limited to the construction or rehabilitation of public facilities (fire stations, libraries, recreation centers and community facilities), public infrastructure (roads and sidewalks, water, wastewater, and stormwater systems), or parks and playgrounds.

Planning and Administration: The funds used to support this priority are designed to promote the efficient and effective use of federal funds. This may include but is not limited to program administration and oversight, capacity building and training, program monitoring, prospective environmental reviews, and the development of housing, community, and functional plans.

For FY 2023 the City of Norfolk has identified the following goals and outcomes:

- Increase affordable housing opportunities
- Prevent and reduce homelessness
- Provide public services for low- and moderate- income individuals
- Enhance community infrastructure to provide a suitable and sustainable living environment
- Engage in economic development activities that promote job creation
- Manage funds effectively and efficiently

The overall goal of the housing and community development and planning programs covered under the Five-Year Consolidated Plan is to strengthen partnerships among all levels of government, the private sector and with other jurisdictions. This includes for-profit and non-profit organizations to enable them to provide quality affordable housing, establish and maintain a suitable living environment, and expand economic opportunities for low-to-moderate income persons.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The city has successfully implemented housing, community development, homelessness prevention, and economic development activities reaching thousands of low and moderate-income individuals.

The city conducts business on a fiscal cycle from July 1 through June 30 annually.

The following is a summary of the accomplishments for the program year ending June 30, 2021.

Public Facilities/Site Improvements:

As a coastal city surrounded by water, Norfolk is at high risk for climate change and battles significant flooding issues. But during the FY 2021 program year, the city was able to invest an additional \$3 million of CDBG funding toward a transformational flood mitigation effort known as the Ohio Creek Watershed project. This approximately \$130 million project, supported with local funding, CDBG, and CDBG-DR, will reduce flooding, improve public spaces, and ensure the adjacent neighborhoods thrive for years to come.

The city also continued its investment in roadway design for a project known as St. Paul's Area Transformation – Tidewater Gardens. The entire St. Paul's Area is home to the region's highest concentration of public housing with 1,674 aging units that do not meet modern building standards in three adjacent family public housing communities. The area floods regularly, a problem worsened by crumbling infrastructure. Lack of connectivity to the rest of the city creates a sense of physical, social, and economic isolation in the community. In May 2019, the city was awarded a \$30 million Choice Neighborhood Initiative implementation grant from HUD to redevelop the Tidewater Gardens neighborhood.

Affordable Housing

Norfolk Redevelopment Housing Authority's (NRHA) HOME and HomeNet programs continue to increase access to homeownership through their homebuyer education and down payment assistance programs. During the FY 2021 program year, HomeNet provided education and counseling services to 217 extremely low- to moderate- income participants and 35 non-low/moderate income participants. In addition, 17 households were provided down payment assistance and 33 families received Tenant-Based Rental Assistance.

The CHDO Program has an Environmental Review underway for a specific local CHDO project inclusive of the development of two new construction single family homes to be sold to, and provide direct homebuyer assistance to, two eligible low-income homebuyers.

Public Services

During FY 2021 the city reached about 93 percent of its original annual goal of providing services to low- and moderate-income individuals through public service activities, not including COVID supplemental funding. These activities range from supporting the local food bank, to dental health care, to transitional

housing. These programs also serve a number of special populations, including the LGBTQA community, victims of domestic violence, homeless individuals and families, and individuals with severe mental illness. With the addition of CDBG-CV funds, the city was able to support an additional 27,999 low- and moderate-income individuals, through various COVID-19 specific programs.

Homelessness

Through the Emergency Solutions Grant (ESG), homeless service providers provided shelter to over 300 individuals, rapid rehousing services to 357 individuals, and prevention services to 45 individuals. In addition, the Street Outreach team at the Norfolk Community Services Board was able to provide services to 107 clients during the program year. This does not include services provided with ESG-CV funds as these accomplishments are being reported quarterly and not part of the CAPER.

Economic Development

Economic development activities are conducted through the Norfolk Economic Development Department's Capital Access Program. As part of this program, small grants are available to microenterprises, and larger grants are available to businesses who generate jobs for low-income individuals. During the program year, nine businesses were assisted, and six jobs were created.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The City of Norfolk's approved Citizen's Participation Plan encourages input from the community and public participation, emphasizing involvement of low-to- moderate income residents of Norfolk, particularly those living in the targeted areas. The plan also encourages comments and participation from all the city's residents including minorities, non-English speaking persons and persons with disabilities. The city uses public comment periods, public hearings, neighborhood groups, website content, and social media as methods to engage citizens.

The city held a hybrid virtual and in-person public input session on December 8, 2021 at City Hall for organizations interested in providing input and comments relative to the FY 2023 (FY 2022) Annual Action Plan. This meeting outlined objectives for each HUD program, provided the opportunity for citizen comments and provided the opportunity for those interested in funding opportunities and partnerships to learn about the application process and ask questions.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

For the December 8, 2021 public input session, 43 individuals attended and participated. Comments centered around the following: more affordable and low income housing, economic development and capital and technical assistance for small businesses, support for youth and youth programs, financial wellness and mental health.

6. Summary of comments or views not accepted and the reasons for not accepting them

There were no comments that went unconsidered.

7. Summary

The City of Norfolk's proposed FY 2023 (PY 2022) Annual Action Plan priorities include investing in neighborhoods, improving housing quality, and increasing homeownership. The CDBG program will continue to invest in public service programs that benefit adults, children, homeless individuals, and individuals with disabilities. We will continue to provide direct assistance to first-time homebuyers and provide funds towards tenant-based rental assistance initiatives.

The city will also continue investing ESG funds to provide direct assistance to homeless individuals and families living on the streets. This includes support of the area emergency shelters and provide rapid-rehousing and homeless prevention funds to provide decent affordable housing and/or prevent households from becoming homeless.

The overall objective is to target the available HUD resources to address the needs of our most vulnerable citizens and to assist in improving their quality of life. The projects outlined in the plan are essential resources to helping the city achieve this goal.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	NORFOLK	Department of Housing and Community Development
HOME Administrator	NORFOLK	Department of Housing and Community Development
ESG Administrator	NORFOLK	Department of Housing and Community Development

Table 1 – Responsible Agencies

Narrative (optional)

The City of Norfolk’s Department of Housing and Community Development is responsible for the preparation and administration of the Annual Plan. The implementation of programs is done in conjunction with city departments such as the Department of Public Works, Department of Economic Development, and Parks and Recreation. The Department of Finance assists with the accounting of the entitlement programs. Further the city works with Norfolk Redevelopment and Housing Authority (NRHA) and a variety of community-based organizations to assist with the delivery of the programs and services.

Consolidated Plan Public Contact Information

Dr. Susan Perry is the Director of Housing and Community Development. The office is located at 501-A Boush Street, Norfolk, Virginia 23510. The Annual Action Plan information point of contact is Jacquelyne Wiggins, at 757-664-4267 (office phone) or by email at hudentitlement@norfolk.gov.

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

1. Introduction

The City of Norfolk recognizes that successful community development requires knowledge spanning several disciplines such as economic development, social services, and housing. Public and private partners are often on the ground, developing relationships with clients, or working in low-income areas. Because of their direct interaction with the homeless, cost-burdened, disabled, elderly, or other vulnerable populations, these partners know which services or activities are most beneficial to their clients. While the City of Norfolk is the lead agency, community partners are essential to the execution of HUD-funded programs.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))

The City of Norfolk continually works with public and assisted housing providers on the coordination of housing and services to benefit those in the community. Southeastern Virginia Homeless Coalition (SVHC)-Norfolk is a voluntary coalition of local human services agencies providing administrative support and coordination through The Planning Council as the head agency. It is approved by HUD as the VA-501 Norfolk/Chesapeake/Suffolk/Isle of Wight/Southampton Counties Continuum of Care (CoC).

The city provided leadership and support for Norfolk Redevelopment and Housing Authority (NRHA) to enter a Memorandum of Understanding with the SVHC Continuum of Care (VA-501). The purpose of the MOU is to provide Norfolk's homeless families and individuals with expedited access to the Low-Income Public Housing (LIPH) and Housing Choice Voucher (HCV) Programs operated by NRHA. NRHA will designate 80 public housing units and 36 housing choice vouchers annually for households who will graduate from permanent supportive housing programs or who are in rapid re-housing or tenant-based rental assistance programs.

Virginia Supportive Housing provides for the management and development of legacy studio apartment communities for persons exiting homelessness, and for the more recent mixed-income communities with targeted units for persons exiting homelessness. Virginia Supportive Housing, the LGBT Life Center, ForKids, and Norfolk Community Services Board are providers of permanent supportive housing in scattered site programs providing housing stabilization services and using a Housing First Model for households exiting homelessness. All of these programs use a Housing Choice Voucher look-alike model of affordable supportive housing. Persons are provided housing stabilization services and assisted with linkages to medical, behavioral health, and service agencies.

The city continues to promote and provide funding for the *People First* initiative. The *People First* initiative was created through a partnership between the City of Norfolk, Norfolk Redevelopment

and Housing Authority (NRHA), residents and other stakeholders to improve the well-being of families directly impacted by the comprehensive multi-year redevelopment of the more than 200-acre neighborhood known as the St. Paul's area of Norfolk. *People First* is the foundation for the overall redevelopment effort. Urban Strategies, Inc. (USI) is the organizational lead for the implementation of the initiative. *People First* empowered by USI will provide effective and high-quality mobility services and human capital investment to approximately 1,700 families from Tidewater Gardens, Young Terrace, and Calvert Square public housing communities in the St. Paul's area.

The Norfolk Community Services Board has case managers dedicated to working with adults with serious mental illness and developmental disabilities living in any subsidized unit in the city whether in a neighborhood or a high-rise/mid-rise.

Hampton Roads Community Health Center (HRCHC) provides multi-site health clinics and mobile van dentistry. This clinic provides primary care, prevention/wellness, and some mental health services.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

Homeless service programs receiving funding through the city's CDBG, HOME, ESG, and/or general revenue funds are required to participate in the CoC's Coordinated Entry System and meet the performance measures developed by the city in conjunction with the CoC. Elected officials attend open houses, CoC grant review meetings, and sit on non-profit committees or boards. Showing support, especially through direct participation, helps organizations maintain open communication with one another.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

Consultations between the city and the Continuum of Care (CoC) play a role in setting and revising standards for the outcomes homeless programs are to accomplish during their contract period. Consultations provide for an open discussion to ensure performance measures benefit the broader goals of the CoC. In doing so, the agencies who provide homeless services to homeless or at-risk of becoming homeless are informed of the standards required using CDBG, HOME, and ESG funds, as well as other best practice outcomes. The agencies can incorporate these goals when negotiating contracts with subrecipients.

The city requires the use of the Homeless Management Information System (HMIS) by all local homeless providers receiving funding from ESG, other HUD entitlement programs, or the city's general revenue

funds. The city works with the CoC in developing funding approaches, policies and procedures for the operation and administration of the CoC's HMIS through their involvement in CoC committees, serving on the CoC governing board, and ongoing discussions with the HMIS lead agency.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	City of Norfolk
	Agency/Group/Organization Type	Other government - Local Civic Leaders Business and Civic Leaders Grantee Department
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Non-Homeless Special Needs Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The city communicates with NRHA and the CoC, as well as our internal department directors on a regular basis. All current funding recipients were made aware of public hearing dates and were notified when the FY 2023 application was available. Interested parties were also able to participate in the December 8 Public Input session.

Identify any Agency Types not consulted and provide rationale for not consulting

N/A

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	The Planning Council	The Annual Plan continues to be coordinated with the CoC and the city to ensure that housing needs are consistent with the Five-Year Consolidated Plan to provide services to the most vulnerable populations in the area.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

Norfolk's goal for citizen participation is to ensure broad participation of Norfolk stakeholders in housing and community development planning, program development, implementation, and evaluation.

The city has a Citizen Participation Plan which outlines the process for engaging residents in the planning process. The outreach efforts include:

Public Hearings:

- A hybrid virtual and in person public input session was conducted on Wednesday December 8, 2021 at 6 pm at City Hall.

Newspaper Notices:

- The notice of the public input session was published in the Virginian Pilot on November 24, 2021.
- The 30-day public review and comment period and notice of annual plan was placed in the Virginian Pilot on March 22, 2022.

Online Outreach:

- The city placed the notice of the public input session as well as a full-page document of the plan on its website for public review.
- A press release was published on November 29, 2021.

The city's open forum creates opportunities for citizens to participate in matters related to its HUD programs as well as provides staff opportunities to review policy issues and obtain public feedback.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Newspaper Ad	Non-targeted/broad community	No response to newspaper ad	No comments received	N/A	
2	Public Meeting	Non-targeted/broad community Current Subrecipients	43 people attended the public input session on December 8	See summary of comments in the Executive Summary.	N/A	Public Meeting
3	Newspaper Ad	Non-targeted/broad community	No comments were received directly as a result of the newspaper advertisement	N/A	N/A	

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

As an entitlement grantee, the city receives CDBG, HOME, and ESG funds each year from HUD to carry out community projects. These projects are awarded through three processes:

- (1) A competitive request for application (RFA) where applicants submit a proposal to provide services as outlined in the RFA. These applications are scored by a committee and recommendations are made to the City Manager and City Council for final decisions.
- (2) Renewal of current contracts. Projects may be extended for one additional contract period.
- (3) Reprogrammed funds. Funds no longer needed for an existing project may be redirected to new projects based on need.

The following table illustrates the funds expected to be received in FY 2023 (PY 2022). The HUD entitlement funding for FY 2023 totals \$6,431,703 for CDBG (\$4,589,454), HOME (\$1,457,612), and ESG (\$384,637). Of the CDBG funds, expected Local Account funds in the amount of \$35,000 are included. For HOME, \$211,114 in program income and recaptured funds is included. HUD has 45-days to review and approve the Annual Action Plan. Projects that will disturb the environment will not begin spending project funds until the Environmental Review Records (ERRs) are complete and HUD has the Release of Funds for both CDBG and HOME projects.

Expected HOME program income is based on an amount receipted in Integrated Disbursement Information System on or before 12/31/2021. Any HOME program income receipted in IDIS between 1/1/2022 and the final plan submission will be allocated to NRHA Homebuyer Assistance.

Any increase or decrease in funding will be applied as follows to match actual allocation amounts:

- HOME CHDO and Administration activities will be proportionally adjusted to maintain the same percentage of total entitlement funding as is currently provided in the draft plan. Remaining adjustments to the HOME Investment Partnership Program will be made to the Homebuyer Assistance activity so that total activity allocations match total available HOME funding.
- All ESG activities will be proportionally adjusted to maintain the same percentage of total entitlement funding as is currently provided in the draft plan.
- The CDBG Administration and Planning activity will be proportionally adjusted to maintain the same percentage of total entitlement funding as is currently provided in the draft plan. The CDBG “Norfolk Community Services Board TBRA Housing Case Management” will also be adjusted such that total public service activities maintain the same percentage of total entitlement funding. Remaining adjustments to CDBG activities will be made to the Department of Housing and Community Development Renovate Norfolk project so that total activity allocations match total available CDBG funding.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	4,554,454	\$35,000		\$4,589,454	0	Federal funds prioritized to address capital improvements of public facilities and service providers, fund public services to low- and moderate-income residents, and improve affordable housing. Program Income includes \$35,000 in Local Account resources.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,246,498	211,114	0	1,475,612	0	Federal funds to (1) provide direct home-buyer assistance to eligible first-time homebuyers to purchase a decent, safe, sanitary and affordable home, (2) develop affordable new construction of housing for income eligible first-time homebuyers, and provide subsidies to assist individuals in obtaining rental housing.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	384,637	0	0	384,637	0	Federal funds used to support street outreach, emergency shelter, rapid re-housing and homeless prevention services.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

The city applies for competitive federal, state, and foundation grants when it meets the application criteria. The HUD funds are used as leverage with local and other grant funds to create new and expand existing programs and services.

HOME Homebuyer Activity funds will leverage private financing with an affordable interest rate and monthly payment in first lien position and subordinate financing assistance with “no interest rate and no monthly payment” in third lien position (such as FHLBank Pittsburgh’s First Front Door (FFD) grants and Operation HOPE’s Closing Cost Assistance Program (CCAP) Grants).

Match Requirements:

HOME match requirements are to be satisfied via cash contributions in the form of below-market interest rate loans from private lending institutions and via donated land; and may also be satisfied, if applicable, via 1) other eligible cash contributions, 2) on-site and off-site infrastructure not paid with federal resources that is directly required for a HOME-assisted project, 3) donated site preparation and construction materials/equipment, voluntary labor and professional services provided to a HOME-assisted project or HOME match-eligible housing, and 4) eligible supportive services cost to families residing in HOME-assisted units during applicable period.

Each ESG subrecipient is required to provide 1:1 match for funding provided from the Emergency Solutions Grant Program.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The city will consider the use of publicly owned land for the construction of affordable housing for low to moderate income households, as well as provide or sell vacant land to CHDOs for the development of new construction of affordable housing units on a case-by-case basis.

The St. Paul's area of more than 200 acres is home of residents living in a neighborhood with high concentrations of poverty. The area includes a total of 1,674 aging units in three adjacent family public housing communities (Tidewater Gardens, Calvert Square and Young Terrace) that have reached the end of their useful life. The St. Paul's area floods regularly and is further exacerbated by crumbling infrastructure. Lack of connectivity to the rest of the city creates a sense of physical, social and economic isolation in the community. The City of Norfolk, in partnership with neighborhood residents and Norfolk Redevelopment and Housing Authority, has developed a vision for St. Paul's revitalization into one of the most desirable neighborhoods in the city where families and residents from all income levels, races, ages and cultures can live, learn, work, play and thrive. The broad goal is for the physical transformation to be coordinated and implemented in parallel with a comprehensive human capital component called *People First*. The *People First* initiative includes holistic family coaching that enhances life outcomes for residents around housing stability, quality educational opportunities, youth and adult development programs, job training, employment with livable wages, and health and wellness programs.

The St. Paul's Area Transformation Road Design will create a connected pattern of neighborhood streets and blocks that create the framework for a mixed-use, mixed-income neighborhood that will replace the existing isolated super block structure. This infrastructure work creates the foundation for the new subsidized, affordable and market rate housing that will be constructed.

The Ohio Creek Watershed Project will also help address flooding and ensure the future sustainability of the Chesterfield Heights and Grandy Village neighborhoods.

In addition, the city continues to be committed to providing quality recreational opportunities and green spaces within neighborhoods. Neighborhood parks are key to quality of life within a city; therefore, public park improvements will include an assessment of the park that reviews historical usage and community involvement.

Discussion

Additional creativity, local funding, development incentives, and the creation of more partnerships are all necessary in order to continue to achieve plan objectives, including the use of Low-Income Housing Tax Credits (LIHTC) to attract private investment funds.

Norfolk Redevelopment and Housing Authority (NRHA) will continue to plan and implement mixed-

finance transactions to achieve the transformation of its assistance housing communities. The range of strategies aimed at transforming the physical environment will include but not be limited to: modernization of housing units; enhancements to open space and infrastructure; improvements to accessibility; demolition of selected units and construction of new units; introduction of market rate and for-sale units; acquisition and demolition of new units within or outside NRHA properties; and complete redevelopment. Financial strategies will include: the pursuit of federal, state and local grants; utilization of tax credit equity for low income public housing, historic properties and new markets; public and private debt; and exploration of conversions between traditional public housing funding, project-based Section 8, and the housing choice voucher program.

NRHA will consider issuing tax exempt bonds to finance the acquisition, rehabilitation and improvement of affordable housing.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Table 6 – Goals Summary

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase Affordable Housing Opportunities	2021	2025	Affordable Housing	City Wide	Affordable Housing	CDBG: \$4,589,454 HOME: \$1,457,612	Rental units rehabilitated: 24 Household Housing Unit Homeowner Housing Added: 2 Household Housing Unit Homeowner Housing Rehabilitated: 12 Household Housing Unit Direct Financial Assistance to Homebuyers: 20 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 45 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	End Homelessness	2021	2025	Homeless	City Wide	Homelessness	ESG: \$384,637	Tenant-based rental assistance / Rapid Rehousing: 41 Households Assisted Homeless Person Overnight Shelter: 1171 Persons Assisted Homelessness Prevention: 35 Persons Assisted
3	Promote Economic Development	2021	2025	Non-Housing Community Development	City Wide	Economic Development	CDBG: \$480,000	Jobs created/retained: 12 Jobs Businesses assisted: 24 Businesses Assisted
4	Provide Public Services	2021	2025	Homeless Non-Homeless Special Needs	City Wide	Public Services	CDBG: \$608,886	Public service activities other than Low/Moderate Income Housing Benefit: 1384 Persons Assisted
5	Invest in Public Facilities and Infrastructure	2021	2025	Non-Housing Community Development	City Wide	Public Facilities and Infrastructure	CDBG: \$3,150,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 11,318 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Manage Funds Effectively and Efficiently	2021	2025	General Planning and Administration	City Wide	Planning and Administration	CDBG: \$830,568 HOME: \$124,649 ESG: \$28,800	Other: 0 Other

Goal Descriptions

1	Goal Name	Increase Affordable Housing Opportunities
	Goal Description	The funds used to support this priority are designed to increase affordable housing opportunities in the City of Norfolk. These activities include but are not limited to: homeowner and rental rehabilitation, Community Housing Development Organization (CHDO) activities, homebuyer assistance, and tenant-based rental assistance.
2	Goal Name	End Homelessness
	Goal Description	The funds used to support this priority are designed to assist in the end of homelessness throughout the City of Norfolk. These activities include but are not limited to: homeless street outreach, homelessness prevention services, rapid re-housing, emergency shelters, and other supportive services.
3	Goal Name	Promote Economic Development
	Goal Description	The funds used to support this priority are designed to encourage economic development and job creation in the City of Norfolk. These activities include but are not limited to: financial assistance to microenterprises and small businesses, technical assistance, and the rehabilitation of commercial and industrial buildings.

4	Goal Name	Provide Public Services
	Goal Description	The funds used to support this priority are designed to provide services to low- and moderate- income individuals and families in the City of Norfolk. Services may include, but are not limited to: emergency food assistance; health and dental care; housing counseling; workforce development; emergency rent and utility assistance; permanent supportive housing; and supportive services for special needs populations including the homeless, elderly, mentally ill, victims of domestic violence, people affected by HIV, and people with disabilities.
5	Goal Name	Invest in Public Facilities and Infrastructure
	Goal Description	The funds used to support this priority are designed to improve the quality of life for low- and moderate- income residents of the City of Norfolk through public facility and infrastructure improvements. This may include but is not limited to: the construction or rehabilitation of public facilities (fire stations, libraries, recreation centers and community facilities), public infrastructure (roads and sidewalks, water, wastewater, and stormwater systems), or parks and playgrounds.
6	Goal Name	Manage Funds Effectively and Efficiently
	Goal Description	The funds used to support this priority are designed to promote the efficient and effective use of federal funds. This may include but is not limited to: program administration and oversight; capacity building and training; program monitoring; prospective environmental reviews; and the development of housing, community, and functional plans.

Projects

AP-35 Projects – 91.220(d)

Introduction

The FY 2023 Annual Action Plan sets goals to enhance the city's economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs; strengthen neighborhoods by investing in the city's critical public infrastructure needs; improve housing opportunities by creating and preserving affordable rental and homeowner housing; assist individuals and families to stabilize in permanent housing after experiencing a housing crisis; invest in community services and non-profit facilities that maximize impact for the city's most vulnerable; and meet the needs of persons with HIV/AIDS and their families through the provision of housing, health, and support services.

The City's proposed Annual Plan for FY 2021 (PY2020) will support an array of public service programs and projects, including CDBG activities, HOME activities and ESG activities. Agencies will provide services across the following categories: Administration, Street Outreach, Emergency Shelter, Rapid Re-Housing, and Homeless Prevention in the ESG program. The CDBG, HOME, and ESG programs and projects are listed in AP-38 Project Summary with outcomes the city expects to achieve over the annual plan period.

Projects

#	Project Name
1	LGBT Life Center CHAP Norfolk
2	LGBT Life Center Senior Mental Health Services
3	Norfolk Community Services Board Tenant-Based Rental Assistance Case Management
4	Department of Economic Development Microenterprise Grants
5	ForKids, Inc. Permanent Supportive Housing Program
6	Foodbank of Southeastern Virginia Eliminate Hunger Program
7	(NRHA) HomeNet Program
8	Park Place Health and Dental Clinic Health and Dental Clinic Program
9	St. Columba Ecumenical Ministries Homeless Advocate/Homeless Assistant Program
10	The Planning Council Continuum of Care/NHC Program
11	Virginia Supportive Housing Support Services at Gosnold and Church Street Apartments Program
12	PY 2022 (FY 2023) CDBG Administration
13	Department of Economic Development Reimbursable Grant Program
14	Accessible Space, Inc The Anchorage Apartments Capital Improvement Project
15	Department of Housing and Community Development-Renovate Norfolk

#	Project Name
16	Fire Station 11 Construction
17	Hunton YMCA Acquisition
18	ESG22 - Norfolk
19	Norfolk Redevelopment and Housing Authority (NRHA) Homebuyer Assistance Program
20	Norfolk Redevelopment and Housing Authority (NRHA) HOME Administration Activity
21	NRHA Community Housing Development Organization (CHDO) Set-Aside Program
22	Norfolk Community Services Board Tenant-Based Rental Assistance

Table 7 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The city developed its priorities and allocations based on available data, surveys, and discussions with stakeholders and residents. The city will continue to support non-profit agencies, homeless providers, the local housing authority, and special needs groups to meet the needs of underserved persons throughout the community. The primary obstacle in meeting underserved needs remains lack of funding. Federal and state and local funding simply isn't enough to meet demand.

Projects are selected based upon the following criteria:

- Meeting the statutory requirements of the CDBG, HOME and ESG programs;
- Meeting the needs of LMI residents;
- Focusing on low- and moderate-income areas;
- Coordination and leveraging of resources;
- Response to identified community needs;
- Sustainability and/or long-term impact, and
- Ability to demonstrate measurable progress and success.

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AP-38 Project Summary

Project Summary Information

1	Project Name	LGBT Life Center CHAP Norfolk
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$38,285
	Description	The CHAP Norfolk Program assists homeless persons to obtain affordable housing and related supportive services to enable persons with special needs (HIV/AIDS) to live with dignity and maintain housing.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	50 persons individuals affected by HIV/AIDS
	Location Description	3309 Granby Street, Norfolk, VA 23504
	Planned Activities	The LGBT, through the CHAP Norfolk program, will reach out to landlords, complete property inspections, complete all contracting requirements including rent calculations, and provide ongoing life skills education through one-on-one sessions with clients. The Housing Specialist works directly with landlords to identify properties and to place the clients into housing as well to ensure that needs are addressed to maintain stable housing.
2	Project Name	LGBT Life Center - Mental Health Services
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$59,724
	Description	The LGBT Mental Health Services will increase access to mental health counseling for the LGBTQ community who have low to moderate level income and are uninsured or underinsured.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	65 individuals
	Location Description	5360 Robin Hood Road, 2 nd Floor, Norfolk, VA 23513
	Planned Activities	Offer mental health (MH) services including individual, couples, and family counseling specific to the LGBTQ experience. Expand the internship program to include up to 5 mental health interns or residents and also develop virtual platforms via telehealth. Pre-screen clients for insurance coverage prior to the first counseling session and if uninsured, refer for ACA and Medicaid enrollment and provided assistance to enroll. Implement a sliding-scale basis for those who remain uninsured.
3	Project Name	Norfolk Community Services Board-TBRA Housing Case Management
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$122,402
	Description	The TBRA program and case managers serve Low-Mod clientele. The program serves eligible single adults and households without children in the City of Norfolk experiencing at least literal homelessness per the HUD definition. The program can serve any eligible individual experiencing homelessness located in any part of Norfolk.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	45 people
	Location Description	7447 Central Business Park Drive Norfolk, VA 23513

	Planned Activities	Provide affordable permanent supportive housing for up to 45 households who are homeless. A housing stabilization case manager will assist participants with linkage to community resources to include access to mainstream benefits and services. The goal is to assist households with transitioning to stable housing or connecting with another long-term subsidy, like Section 8 vouchers, eventually maintain housing independently.
4	Project Name	Department of Economic Development Capital Access Program Microenterprise Grants
	Target Area	City Wide
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	CDBG: \$60,000
	Description	Program will work with citizens and businesses to stimulate economic growth and foster capital investment while strengthening workforce and equitable business development of minority, women and small businesses.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	12 Residents, 12 businesses
	Location Description	999 Waterside Drive Norfolk, VA 23510
	Planned Activities	Award microgrants to minority, women and small businesses. Support awardees
5	Project Name	ForKids, Inc. Permanent Supportive Housing Program
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$35,000

	Description	The Norfolk Permanent Supportive Housing Program is designed to end homelessness for Norfolk families with a disabled family member who would otherwise be unable to obtain safe, affordable housing and appropriate services within the community. Families with minor children are housed in units owned or leased by ForKids and contribute to the rent based on 30% of their adjusted annual income. Families receive case management services to address their needs and prepare for an eventual move to housing without supports.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	64 persons (17 families)
	Location Description	4200 Colley Avenue Suite A Norfolk, VA 23508
	Planned Activities	The agency will provide permanent supportive housing to end homelessness for 12 homeless families with a disabled family member.
6	Project Name	Foodbank of Southeastern Virginia Eliminate Hunger Program LMC
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$75,000
	Description	Provides 4.1 million meals of emergency food to approximately 135,000 low-income children, families, senior citizens, homeless persons, and individuals with disabilities struggling with hunger throughout the Hampton Roads area.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	6,000 Households
	Location Description	800 Tidewater Drive Norfolk, VA 23504

	Planned Activities	The Foodbank provides food assistance/hunger relief to help eliminate hunger in the Norfolk community and distribute food products to multiple locations that include schools, area shelters, afterschool programs, senior centers, meal on wheels, etc. CDBG funds will be utilized towards the agency's electricity/utility costs for the warehouse freezer which maintains the facility's food products.
7	Project Name	(NRHA)_HomeNet Program
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$60,000
	Description	HomeNet strengthens long-term homeownership success for households aspiring to achieve or maintain homeownership by providing homeownership education classes, comprehensive individualized pre-purchase homeownership counseling (including how to purchase vs. renting with a Housing Choice Voucher for Norfolk HCV participants), and post-purchase counseling. Each client is prescribed a plan of action designed and tailored to remove barriers that prevent them from achieving homeownership. Homenet is a HUD-approved housing counseling agency with HUD certified counselors on staff.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	120 households
	Location Description	555 E. Main Street Norfolk, VA 23510
Planned Activities	Provide one-on-one pre and post purchase housing counseling, Loss Mitigation, Foreclosure Prevention, VHDA Home-buyer Classes, Lunch and Learn for city employees (as needed), administers and provides marketing and outreach for the Tipping Point/Homeward Norfolk down payment program. Provide pre-purchase one-on-one counseling Provide foreclosure and loss mitigation one-on-one counseling Provide post-purchase education and counseling	

8	Project Name	Park Place Health and Dental Clinic Health and Dental Clinic Program LMC
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$35,000
	Description	The Park Place Dental Clinic provides dental services to Norfolk residents who are uninsured and low income. Each applicant is screened prior to services to ensure they qualify. Park Place works with a small paid staff and volunteer dental providers and various community collaborators. Clinic services include extractions, fillings, cleanings, dentures and partials with the help of our local volunteers and Senior Dental Students and Dental Assistants.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	850 persons
	Location Description	606 West 29th Street Norfolk, VA 23504
	Planned Activities	Services include teeth extractions, fillings, cleanings, and provide dentures and partials with help from local dentist volunteers and senior dental students and dental assistants. CDBG funds will provide partial salary support for a dentist, dental students, dental assistant, and pay towards operational costs for administering a dental program for income-eligible individuals residing in Norfolk.
9	Project Name	St. Columba Ecumenical Ministries Homeless Advocate/Homeless Assistant Program LMC
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$35,000

	Description	Through the program, homeless and low-income individuals will receive screenings for alternative emergency housing options, complete the CoC designated assessment tool, linkages to employment opportunities, mainstream benefits, vocational training, and referrals for medical and mental health services and additional services such as bus passes to assist clients to meet appointments, work clothes, boots, identification cards, and access to do their laundry.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	400 Persons Low Mod Income
	Location Description	2114 Lafayette Blvd. Norfolk, VA 23509
	Planned Activities	CDBG funds will provide partial salary support for the homeless advocate and day center assistant program that provides services to clients who need food, showers, laundry, bus passes, identification cards, work clothes and boots, resume assistance, referral to other services, advocacy assistance, medical attention, and prescription assistance.
10	Project Name	The Planning Council Continuum of Care
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$58,475
	Description	The Planning Council has a seven-person COC team that provides on-going facilitation, support, and direction to the homeless service providers who receive HUD Continuum of Care funding. In addition to managing the Coordinated Entry process, key tasks include data collection, analysis, preparation, and submission of the CoC grant applications annually.
	Target Date	6/30/2022
	Estimate the number and type of families that will benefit from the proposed activities	538 persons

	Location Description	5365 Robin Hood Road Norfolk, VA 23513
	Planned Activities	Manage the Coordinated Entry process with homeless service providers to include review of all intake and assessment forms for households identified as in need of housing and/or services. Utilize the Vulnerability Index Services Prioritization Decision Assessment Tool to measure client vulnerability. Discuss assessment results to identify the most appropriate housing or services. Maintains the process, maintain the up-to-date list of all individuals and families who have been identified as needing assistance, and monitors the outcomes of each type of service provided.
11	Project Name	Virginia Supportive Housing Support Services at Gosnold and Church Street Apartments Program LMC
	Target Area	City Wide
	Goals Supported	Provide Public Services
	Needs Addressed	Public Services
	Funding	CDBG: \$90,000
	Description	The agency will continue to provide supportive services such as case management, counseling, skills training, and community building skills for approximately 63 single, homeless adults at the Gosnold Apartments and 47 single, homeless adults at Church Street Station Apartments. Program funds will also provide partial salary support cost for a Service Coordinator and Supportive Services Supervisor positions
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	110 homeless people
	Location Description	Gosnold Apt: 2425 Gosnold Avenue, Norfolk, VA 23517 Church Street Station: 2016 Church Street, Norfolk, VA 23504
	Planned Activities	VSH will provide basic supportive services in studio apartments for previously homeless single adults at Gosnold and Church Street Station Apartments.
12	Project Name	PY 2022 (FY 2023) CDBG Administration
	Target Area	City Wide

	Goals Supported	Manage Funds Effectively and Efficiently
	Needs Addressed	Planning and Administration
	Funding	CDBG: \$830,568
	Description	The Department of Housing and Community Development will provide the general oversight and management over the CDBG eligible activities allocated.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	501 Boush Street Norfolk, VA 23510
	Planned Activities	Norfolk DHCD will provide administrative and monitoring management oversight of CDBG's Public Services; Affordable Housing; Economic Development; Public Facilities/Site Improvements; Homelessness; General Oversight of Planning and Administration; Affordable Rental Housing
13	Project Name	Department of Economic Development Reimbursable Grant Program
	Target Area	City Wide
	Goals Supported	Promote Economic Development
	Needs Addressed	Economic Development
	Funding	CDBG: \$420,000
	Description	Provide direct financial assistance in the form of reimbursable grants to for-profit Norfolk businesses.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	12 Jobs Created/Retained
	Location Description	Various businesses Grant oversight is 999 Waterside Drive, Suite 2430 Norfolk, VA 23510

	Planned Activities	Provide financial assistance in the form of reimbursable grants to eight for-profit Norfolk businesses. Allowable purchases include, but are not limited to, inventory, materials, equipment, working capital, debt refinancing, and real estate.
14	Project Name	Accessible Space, Inc – The Anchorage Apartments Capital Improvement Project
	Target Area	City Wide
	Goals Supported	Increase Affordable Housing Opportunities
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$170,000
	Description	Provides property management services and housing with care for persons with physical disabilities and brain injuries, as well as seniors and veterans. This mission is accomplished through the development, management and ownership of accessible, affordable housing, assisted living and rehabilitation services.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	24 households
	Location Description	N/A
	Planned Activities	Rehab apartments by adding new, energy efficient windows, adding new flooring throughout common area space, adding new concrete to parking lot and trash surround.
15	Project Name	Department of Housing and Community Development -Renovate Norfolk
	Target Area	City Wide
	Goals Supported	Increase Affordable Housing Opportunities
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$500,000

	Description	Program provides rehabilitation and repair of existing structures, including bringing property up to local codes and standards, for homeowners in Norfolk. Repair of certain elements of housing units in emergency situations.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	12 households
	Location Description	N/A
	Planned Activities	Provides rehabilitation and repair of 12 housing units for homeowners in Norfolk. Funding will provide for labor and materials, replacement of principal fixtures and components of existing structures, water and sewer connections, installation of security devices (including smoke detectors), and evaluating and treating lead-based paint. Funding may also provide for landscaping, sidewalks, garages, and driveways when accompanied with other rehabilitation needed on the property.
16	Project Name	Fire Station 11 Construction
	Target Area	City Wide
	Goals Supported	Invest in Public Facilities and Infrastructure
	Needs Addressed	Public Facilities and Infrastructure
	Funding	CDBG: \$1,000,000
	Description	Construction of Fire Station 11
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	11,085 low-mod individuals
	Location Description	Fire-Rescue Service Area includes Census Tracts: 20;21;30;31;32;33;61
Planned Activities	Construction of Fire Station 11 at the locations currently known as: 2601 Lafayette Boulevard, 2605 Lafayette Boulevard, 2611 Lafayette Boulevard, 3133 Lens Avenue, and 3131 Lens Avenue in Norfolk, Virginia	
	Project Name	Hunton YMCA Acquisition

17	Target Area	City Wide
	Goals Supported	Invest in Public Facilities and Infrastructure
	Needs Addressed	Public Facilities and Infrastructure
	Funding	CDBG: \$1,000,000
	Description	The purpose of the overall project is to acquire the Hunton YMCA property as part of the redevelopment of Tidewater Gardens. The final use of the property will be the development of a greenway/blueway to manage stormwater and mitigate flooding.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	1,855 low mod persons; 2605 in the community (147 low to moderate resident households, 86 mixed market rate resident households
	Location Description	Census tracts 46;47 1139 East Charlotte Street, Norfolk, VA-23504
	Planned Activities	Acquire the Hunton YMCA, maintain the building for temporary use, eventually demolish as part of the urban development and revitalization strategy.
18	Project Name	ESG20 - Norfolk
	Target Area	City Wide
	Goals Supported	End Homelessness
	Needs Addressed	Homelessness
	Funding	ESG: \$384,637
	Description	The funds will be used for administration (\$28,800) and to serve individuals with emergency shelter, rapid rehousing, and homeless prevention by the following agencies: \$197,137 ForKids; \$75,000 YWCA of South Hampton Roads; \$26,872 St. Columba Ecumenical Ministries and \$56,828 The Salvation Army. The; emergency shelters will provide services 771 homeless persons and families; Homeless Prevention will provide services for 16 households/35 individuals at risk of losing their home; and rapid re-housing activity is targeted towards locating affordable housing units for approximately 41 households/ 123 individuals over the program year. Approximately 929 individuals will be served using ESG funds.

	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	929 individuals that will receive prevention, rapid rehousing and shelter services.
	Location Description	<p>ForKids: The Emergency Shelter, Rapid Re-Housing and Homelessness Prevention programs are administered at 4200 Colley Avenue, Norfolk, VA 23503. Rapidly Re-Housing services are provided citywide.</p> <p>St. Columba Ecumenical Ministries, Inc.: Emergency Shelter is located 2114 Lafayette Boulevard, Norfolk, VA 23509.</p> <p>The Salvation Army: Emergency Shelter is located at 203 West 19th Street, Norfolk, VA 23517. The main office is located at 5525 Raby Road, Norfolk, VA 23502.</p> <p>YWCA of South Hampton Roads: The main office is located at 500 East Plume Street, Suite 700, Norfolk, VA 23510.</p> <p>The Department of Housing and Community Development is located at 501 -A Boush Street Norfolk, VA 23510. The department will have the administrative oversight over the ESG program as well as the Homeless Prevention Program.</p>
	Planned Activities	<p>Provide outreach services to ensure homeless individuals living on the streets and abandoned buildings are approached and assisted with emergency shelters, housing or critical services, providing urgent, non-facility-based care, case management, emergency health and mental health services, and transportation. Provide outreach services to ensure homeless individuals living on the streets and abandoned buildings are approached and assisted with emergency shelters, housing or critical services, providing urgent, non-facility-based care, case management, emergency health and mental health services, and transportation.</p> <p>Provide emergency shelter services through area shelter providers who will provide shelter services for the homeless population; and provide rapid re-housing and homeless prevention activities to rapidly re-house homeless persons who are in and out of shelters and move them into permanent housing and/or who will provide homeless prevention assistance to at-risk persons who would otherwise become homeless.</p>
19	Project Name	Norfolk Redevelopment and Housing Authority (NRHA) Homebuyer Assistance Program

	Target Area	City Wide
	Goals Supported	Increase Affordable Housing Opportunities
	Needs Addressed	Affordable Housing
	Funding	HOME: \$846,012
	Description	The city will sub-grant HOME funds to Norfolk Redevelopment and Housing Authority (NRHA) in the amount totaling \$ 756,790 to expand the supply of decent affordable housing by providing down payment and closing costs assistance for 16 income-qualified first-time homebuyers with purchasing a newly constructed or existing home in Norfolk.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	20 low-income first-time homebuyers
	Location Description	The eligible properties selected and purchased by the HOME-assisted homebuyers will be within the City of Norfolk. Oversight Location: 555 E. Main Street Norfolk, VA 23510
	Planned Activities	The Homebuyer Assistance Program will provide down payment and closing costs financial assistance for eligible low-income first-time homebuyers to purchase decent, safe, sanitary and affordable newly constructed or existing homes in the City of Norfolk. The financial assistance will be in the form of a forgivable, no interest and no monthly payment “soft second” mortgage loan with a principal residence requirement, affordability period, forgiveness terms, and recapture provisions. Prior to the expenditure of HOME funds, homebuyer and property eligibility will be determined and the HOME loans will be underwritten to ensure program guideline compliance and affordability. The principal residence requirement will be monitored post purchase for the term of the HOME loan.
20	Project Name	Norfolk Redevelopment and Housing Authority (NRHA)_HOME Administration Activity
	Target Area	City Wide
	Goals Supported	Manage Funds Effectively and Efficiently

	Needs Addressed	Planning and Administration
	Funding	HOME: \$124,600
	Description	The HOME Administration will provide NRHA with funding in the amount towards reasonable HOME administrative and planning costs for general management, oversight, coordination, staff and overhead, and other eligible costs defined in 24 CFR 92.207.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	555 E. Main Street, Norfolk, VA 23510
	Planned Activities	NRHA administration of the CHDO Program and the Homebuyer Assistance Program
21	Project Name	NRHA Community Housing Development Organization (CHDO) Set-Aside Program
	Target Area	City Wide
	Goals Supported	Increase Affordable Housing Opportunities
	Needs Addressed	Affordable Housing
	Funding	HOME: \$187,000
	Description	Fifteen percent of each annual HOME allocation is set-aside for homebuyer or rental housing which is owned, developed, or sponsored by certified CHDOs. Per 24 CFR 92.300, CHDO Set-Aside Funds are allocated to private nonprofit, community-based service organizations that are (1) certified by the City of Norfolk to meet the definition of Community Housing Development Organization defined at 24 CFR 92.2; and (2) determined by the City of Norfolk that the organization has the capacity to own, develop, or sponsor housing each time NRHA commits funds to the organization via a written agreement for a specific local project.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	1 to 2 specific local new construction or rehabilitation homebuyer projects owned and developed by certified CHDOs to benefit 1 to 2 low income households.
	Location Description	The specific local project locations within the City of Norfolk will be known at the time of CHDO project approval. Oversight: 555 E. Main Street Norfolk, VA 23510
	Planned Activities	Priority will be given to specific local new construction or rehabilitation homebuyer projects owned and developed by certified CHDOs that will be sold to and provide affordable housing to eligible low-income first-time homebuyers. Prior to commitment of funds for a project, NRHA will ensure (1) financing for the project is secured; (2) a budget and schedule is established; (3) underwriting and subsidy layering is completed; (4) a market analysis is performed; and (5) construction/rehabilitation is scheduled to be completed within 12 months.
22	Project Name	Norfolk Community Services Board Tenant-Based Rental Assistance
	Target Area	City Wide
	Goals Supported	Increase Affordable Housing Opportunities
	Needs Addressed	Affordable Housing
	Funding	HOME: \$300,000
	Description	Provide monthly rental costs for approximately 45 income-qualified individuals with financial assistance towards both emergency rent and security deposits.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	45 low-mod individuals
	Location Description	Oversight: 7447 Central Business Park Drive Norfolk, VA 23513
Planned Activities	The Norfolk Community Services Board will provide direct financial assistance using HOME funds towards emergency rent and security deposits for income-qualifying individuals.	

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Low- and moderate-income families and individuals reside in communities throughout the City of Norfolk. Grants and other resources are geographically distributed throughout the city for community development and housing programs. All proposed Annual Plan activities are intended to primarily benefit populations that have special needs and citizens with low- and moderate-incomes. Assistance will be directed to areas of the city in which 51 percent or more of households are low- and moderate-income. The city certifies that at least 70 percent of all CDBG project funds expended in FY 2023 (PY2022) will be used for activities which benefit low- and moderate-income persons and special needs populations.

Federal funding will be focused in city wide areas that are low- to moderate-income. Most neighborhoods within the City of Norfolk have low-income census tracts within them.

CDBG and HOME funded homebuyer programs administered by Norfolk Redevelopment and Housing Authority (NRHA), which include the HomeNet Homeownership Center, the Homebuyer Assistance Program and the CHDO Program, assist first-time homebuyers in purchasing a home citywide (either inside or outside of low-to-moderate income census tract areas) provided HOME underwriting guidelines for both the homebuyer and selected property are met. This enables low-to-moderate income homebuyers the opportunity to purchase a property within their affordability in the neighborhood of their choice, which in some cases results in a move from a high-poverty to a low-poverty neighborhood. CHDO projects are located in a service area that is clearly defined in the CHDO's Charter, Articles of Incorporation, Bylaws or Resolution.

Geographic Distribution

Target Area	Percentage of Funds
City Wide	

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Considering the limited amount of CDBG, HOME, and ESG funds available to the city, not all the city's housing and community development needs can be addressed by HUD funds. These limited resources are directed to the most pressing housing and community development needs. Priority CDBG funding areas in Norfolk include areas where the percentage of low to moderate-income (LMI) persons are 51 percent or higher and are located within Norfolk's low to moderate income census tracts.

The city proposes to utilize its funding for FY 2023 to finance a variety of capital improvement projects and economic development activities targeting community areas of greatest need and significant

potential for positive intervention.

The FY 2023 strategy continues focusing resources on revitalization and other housing and community development needs in Norfolk's communities due to high concentrations of poverty. The city's service delivery strategy focuses mainly in low- to moderate- income census tract areas.

Discussion

All proposed projects listed will be classified by both a general objective (decent housing, suitable living environment, or economic opportunity) and general outcome category (availability/accessibility, affordability, sustainability). These activities' objectives/outcomes will be used to report project accomplishments into IDIS, HUD's reporting system.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Lower-income households continue to pay a higher percentage of their income for housing, compared to other income groups in Norfolk. A large proportion of lower-income renter-households also tend to experience other housing problems such as overcrowding and inadequate housing conditions. In order to help provide decent and affordable housing and improve the social and economic status for extremely low-, very low-, low-, and moderate-income households in the City of Norfolk, the following programs will be available during the next program year: HOME funded new construction and homeownership assistance, plus prior year CDBG funds remain available for rental rehabilitation and homeowner housing rehabilitation. In addition, CDBG and ESG will provide funding for homeless shelters, homeless prevention, and the rapid re-housing program.

One Year Goals for the Number of Households to be Supported	
Homeless	196
Non-Homeless	156
Special-Needs	0
Total	352

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	86
The Production of New Units	2
Rehab of Existing Units	36
Acquisition of Existing Units	0
Total	124

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

The number of Homeless supported represents the goals of 196 families supported through Rapid Re-Housing, TBRA, and Public Service transitional and permanent supportive housing programs. The number of non-homeless supported represents the individuals who participate in the HomeNet program, homeowner rehabilitation, and the construction of new housing through the CHDO.

Utilizing CDBG funds, the HomeNet Program is projected to serve 120 households by providing one-on-one counseling, credit restoration clinics and assistance with home purchases in FY 2022.

Utilizing HOME funds, the production of 2 new housing units to be sold to and provide direct

homebuyer assistance to 2 low income households is the projected goal for the CHDO Program; and the acquisition of 16 existing housing units by 16 low income households receiving direct homebuyer assistance is the projected goal for the Homebuyer Assistance Program.

AP-60 Public Housing – 91.220(h)

Introduction

The Quality Housing and Work Responsibility Act (QHWRA) of 1998 requires all federally funded public housing authorities (PHAs) to submit a Public Housing Authority Plan to the U.S. Department of Housing and Urban Development (HUD). The plan reflects the policies, programs, operations, and strategies of the Public Housing Agency (PHA) for meeting local housing goals. The plan consists of two separate sub-plans: 1) a Five-Year Plan that is submitted once every fifth PHA fiscal year; and 2) an Annual Plan that is submitted every PHA fiscal year.

NRHA's 2020-2025 Five Year Plan for Fiscal Years 2021-2026 and PY 2021 Draft Annual Plan for Fiscal Year 2021 can be viewed at <http://www.nrha.us/annual-plan>.

Norfolk Redevelopment and Housing Authority (NRHA) is the PHA responsible for the Low-Income Public Housing (LIPH) and Housing Choice Voucher (HCV) programs for residents of Norfolk, Virginia. NRHA's fiscal year begins on July 1 and ends on June 30 of the subsequent year. Fiscal Year 2022 is the second year of the 2020-2024 Five-Year Plan for Fiscal Years 2021 -- 2025 which covers the period July 1, 2020 to June 30, 2025. The PY 2021 Draft Annual Plan for Fiscal Year 2022 covers the period July 1, 2021 to June 30, 2022. Both plans include information on NRHA's LIPH and HCV programs, and describe the goals, objectives, and strategies that enable NRHA to serve the needs of low-income, very low-income, and extremely low-income families within Norfolk. Both plans also include information on property demolition/disposition, policy changes, and HUD requirements and mandates.

Actions planned during the next year to address the needs to public housing

Norfolk Redevelopment and Housing Authority (NRHA) has identified eight (8) specific goals to serve the needs of Norfolk's low-income, very low-income, and extremely low –income families during FY 2022 for the period of July 1, 2021 to June 30, 2022. Detailed objectives for each goal are outlined on pages 36-38 under NRHA's PY 2021 Draft Annual Plan for Fiscal Year 2022 which can be viewed at <http://www.nrha.us/annual-plan>.

The eight (8) specific goals include: increasing the availability of decent, safe and affordable housing; improving the quality of the Low-Income Public Housing (LIPH) program; improving the overall quality of the Housing Choice Voucher (HCV) Program; increasing assisted housing choices; improving community quality of life and economic vitality; promoting self-sufficiency and asset development of families and individuals; ensuring equal opportunity in housing for all Americans; and improving energy efficiency in public housing.

NRHA will continue conversion to project-based voucher through the Section 18 disposition process to facilitate significant renovation utilizing Low Income Housing Tax Credits for Robert Partrea Midrise and Sykes Midrise. Such a conversion will provide stronger rental revenues for converted projects that will support immediate significant renovation and modernization of the existing housing units and will also

support current and long-term operational needs. Residents will continue to pay 30% of their adjusted family income towards rent and will maintain the same basic rights they hold in the public housing program.

NRHA's PY 2021 Draft Annual Plan for Fiscal Year 2022 also includes information regarding 1) guiding principles; 2) RAD/Conversion of Public Housing; 3) property demolition and disposition activity 4) proposed changes to the Admission and Continued Occupancy Policy for the Low-Income Public Housing (LIPH) program; 5) proposed changes to the Administrative Plan for Housing Choice Voucher (HCV) Program and the Project-Based Voucher (PBV) Program; 6) Flat Rent Schedule; 7) action plan for the Capital Fund Program; and 8) Section 3 Plan.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The Housing Programs Department at Norfolk Redevelopment and Housing Authority (NRHA) provides public housing residents with an array of supportive service programs to include Families First Initiative, Case Management, Workforce Development, Transportation, Family Self-Sufficiency, Youth Services, Economic Opportunities, Health and Wellness, and Financial Counseling. Technical assistance is provided for tenant management councils and advisory councils.

NRHA continues to market resident participation in supportive service programs that encourage residents to attain the goal of homeownership. Under the NRHA Client Services Department, the Family Self-Sufficiency (FSS) program is focused on the development of local strategies to coordinate public and private resources that help housing choice voucher program participants and public housing tenants obtain employment that will enable participating families to achieve economic independence, including homeownership. With the support of direct self-sufficiency counseling, an individualized training and services plan for each participating family member, and an interest-bearing escrow account, the FSS Program has proven to be successful at NRHA.

HomeNet, a component of NRHA, is a full-service homeownership center which partners with local lending institutions, attorneys, housing developers, realtors, and local, federal, and state housing agencies to assist prospective homebuyers achieve the dream of homeownership. The mission of HomeNet is to demystify the home buying process and empower participants to make informed decisions during the often-complex home buying process. HomeNet offers comprehensive credit counseling, classes in homeownership education, and individualized homebuyer counseling.

Public Housing residents prepared for homeownership may participate in Norfolk's First-time HOME Homebuyer Assistance Program administered by NRHA. The program, which is federally funded through HUD's Home Investment Partnership Program (HOME), expands the supply of decent, safe, sanitary and affordable housing to low income households who choose to purchase a home in Norfolk. The program assists eligible first-time homebuyers with down payment and closing costs assistance in the form of a

forgivable, no interest, and no monthly payment “soft second” mortgage loan.

NRHA will continue to work with residents in the planning and implementation of supportive services programs by working closely with the tenant organizations in each public housing community. Tenant organizations are kept abreast of NRHA initiatives, and resident input and feedback is encouraged to keep communication and need assessment fluid.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Norfolk Redevelopment and Housing Authority (NRHA) is not a troubled PHA. On March 21, 2019, HUD ranked NRHA as a “Standard Performer” based on the Public Housing Assessment System (PHAS) Score Report for the fiscal year ending June 30, 2017. Scores of 90 points or above result in high performer designation. Scores below 90 but above 60 are designated as a standard performer. NRHA’s PHAS total score of 87 was 3 points from being designated as a high performer.

Discussion

The mission of Norfolk Redevelopment and Housing Authority (NRHA) is to provide quality housing opportunities that foster sustainable mixed-income communities. NRHA intends to transform all NRHA public housing properties into sustainable mixed-income communities over the next two decades enhancing neighborhood physical and social environments, and providing a one-for-one replacement of all demolished housing units with either new or refurbished assisted housing units or rental assistance for available private apartment.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The Norfolk Community Services Board hosts the City of Norfolk's Initiatives to End Homelessness and provides the city with policy, leadership, and coordination of the homeless and other special needs activities through partnerships with the Department of Human Services, Norfolk Redevelopment and Housing Authority, and the Continuum of Care (CoC), along with a strong array of non-profit service and advocacy providers.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Outreach to homeless persons is conducted through a range of Continuum of Care (CoC) and faith-based services. Professional year-round street, day center, winter shelter, and emergency shelter outreach activities by the city have been merged at the Norfolk Community Services Board, the Norfolk Street Outreach Team. On this team, outreach for persons with behavioral health disorders are provided through Projects for Assistance in Transition from Homelessness (PATH) and the Homeless Initiatives staff focusing on those most vulnerable persons living outside without the qualifying behavioral health disorders. This provides Norfolk with a coordinated outreach response to persons regardless of their disability or specific needs. Their primary target population for the Norfolk Street Outreach Team is persons who routinely sleep on the street or in other places not meant for human habitation. These staffs canvass the city searching for households attempting to survive in areas not meant for human habitation; assess and address their immediate and critical needs (food, shelter, medical, mental health, etc.); link each household to the Coordinated Entry System (CES); and provide ongoing case management services throughout an unsheltered period.

The relationship with other providers is critical in this work and the Norfolk Street Outreach Team communicates with these providers and in some cases (day centers) provides in-reach services in partnerships with them at their locations. Throughout the year the team partners with the Union Mission and the Salvation Army to advocate for access to shelter. The Norfolk Police Department, Department of Neighborhood Services, Parks and Recreation, Downtown Norfolk Council Ambassadors, and Norfolk Fire-Rescue frequently identify persons experiencing homelessness in need. The Norfolk Street Outreach Team collaborates with these other entities to engage persons identified and to begin service delivery to these persons.

The CoC's Regional Housing Crisis Hotline (HCH) also serves as a conduit to directly connect those experiencing homelessness with immediate services. For disconnected single adult households, the HCH provides a system-based referral connection to the street outreach team described above. For households with children, the HCH would provide a similar connection agencies serving households with

minor children. For FY 2023, these outreach efforts aim to continue their success through the best practice of diversion and re-housing practices which are integrated into the CoC's Coordinated Entry System.

Supporting these day-to-day efforts are provider partners including the Salvation Army, St. Columba Ecumenical Ministries, Inc., the Union Mission, ForKids, Virginia Supportive Housing, the LGBT Life Center, STOP Inc., and the YWCA of South Hampton Roads. These programs provide meals, clothing, medical services, mental health and substance abuse services, shelter, permanent supportive housing, and counseling services. Finally, the City of Norfolk, in conjunction with the CoC, holds citywide annual outreach efforts through Project Homeless Connect and the annual Point-in-Time Count. These events are conducted by combined efforts from city staff, community volunteers and the city's human service agencies.

Addressing the emergency shelter and transitional housing needs of homeless persons

The activities to address emergency shelter needs within the City of Norfolk are supported with funds available through the Emergency Solutions Grant (ESG) program in collaboration with other federal, state, and local funding sources; CoC resources; non-profit organizations; and faith-based communities. The FY 2023 (PY2022) ESG allocation of \$384,637 less 7.5 percent for administration will be supplemented by matching funds at least equal to that amount (dollar-for-dollar match requirement).

Primary emphasis for the ESG funding continues to be on the payment of certain emergency shelter operations expenses including utilities, maintenance, insurance, and staff salary costs. The purpose of emphasizing payment of operations expenses is to provide some predictability and stability to the operation of the shelters by assuring that their most basic expenses are met. This assures at least the continued operation of the facilities in times of scarce and fluctuating resources, and it compliments specific fundraising efforts for special projects. The FY 2023 (PY2022) ESG funding will be allocating funds towards rapid re-housing and homeless prevention efforts to either re-house homeless families and individuals or to aid families who are at risk of becoming homeless.

Additional non-entitlement funding resources available in the community providing emergency shelter and transitional housing for persons experiencing homelessness include, but are not limited to:

- The Union Mission Ministries' provision of emergency shelter and transitional housing for single men, single women, and families.
- The Salvation Army's provision of emergency shelter to single men, transitional housing to single women, and women with children, and residential substance abuse treatment with transitional housing for men.
- St. Columba Ecumenical Ministries' Next Step Transitional Housing program for single men and

single women.

- Emergency Shelter Team coordinating the faith-based winter shelter in houses of worship.
- Several faith-based boutique programs providing emergency shelter and transitional housing.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

An effective strategy to ensure that homeless households make the transition to permanent housing and independent living is prioritizing safe and stable housing and making affordable housing options more accessible to homeless households. As the urban center of CoC #VA501, the City of Norfolk is actively engaged in the policy making activities of the Southeastern Virginia Homeless Coalition (SVHC) which implemented its new Coordinated Entry System to identify, assess, prioritize, and re-house those experiencing homelessness in the shortest period possible. This is accomplished by prioritizing cases based on a vulnerability index and maintaining a by-name housing registry. Utilizing HMIS data and the information from the housing registries, the city can visualize in real-time the length of time individuals, families, veterans, and unaccompanied youth remain homeless. By monitoring programs using the recently adopted performance measures, the city is making informed decisions about future funding targets.

Through the Norfolk Street Outreach Team, government and non-profit agencies identify and assess an estimated 300 unsheltered households annually. These assessments are discussed as part of the SVHC's the Coordinated Entry System (CES) process and households are re-housed in an appropriate setting based on their individual needs. This structure served as the foundation for the city's successful effort to end veteran homelessness and is being utilized as the city works to meet the goal of ending chronic homelessness. The Norfolk Street Outreach Team also recently engaged in a workgroup to specifically address the barriers and strategies for intensive identification and engagement of those most chronic and most vulnerable persons continuing to live outside who have multiple complicating factors including, but not limited to, addiction, mental health symptoms, and frequent criminal justice involvement.

Accessibility to affordable housing will continue to be addressed through the partnership and Memorandum of Understanding between Norfolk Redevelopment and Housing Authority (NRHA) and the Southeastern Virginia Homeless Coalition (SVHC) - Norfolk. Through this initiative, NRHA agreed to designate 80 public housing units and 36 housing choice vouchers annually contingent on funding availability and fulfillment of organizational requirements for referred members of the homeless population. Virginia Supportive Housing also provides for the management and development of legacy studio apartment communities for persons exiting homelessness and the more recent mixed income

communities with targeted units funded for persons exiting homelessness. Virginia Supportive Housing, the LGBT Life Center, ForKids, and Norfolk Community Services Board are providers of Permanent Supportive Housing in scattered site programs providing Housing Stabilization Services and using a Housing First Model for households exiting homelessness. The Disabled American Veterans, Norfolk Redevelopment and Housing Authority, and staff from the Hampton Veterans Administration Campus work to assist homeless veterans with access to benefits and housing, including Veteran Affairs Supportive Housing (VASH) program.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The city relies upon its prevention providers to identify risk factors through the analysis of Homeless Management Information System (HMIS) data for households that may become homeless and establishing priorities for assistance. This includes households with a prior history of homelessness.

Individuals or families who are connected to publicly funded systems of care and institutions are served primarily through DHS' Re-Entry Services and the Norfolk Community Service Board (NCSB) as well as the city's non-profit partners. These agencies ensure that people are connected to benefits and entitlement programs for which they are eligible to lessen the impact of poverty to the greatest degree possible and to reduce the likelihood of homeless episodes.

The Norfolk Community Services Board provides two primary programs for persons exiting state mental health facilities in addition to traditional behavioral health treatment and supports. The Discharge Assistance Program provides state funding through payments to vendors and housing providers to overcome barriers to community integration, including assisting with housing costs and payment for services. The KEYS program identifies persons in state mental health facilities who can live independently, providing a permanent housing voucher and housing stabilization services. The Norfolk City Jail, Hampton Roads Regional Jail, Norfolk Drug Court, and Norfolk Mental health Court and Docket provide pre-release and discharge planning services through state and local funds including intensive community stabilization services to increase community stabilization, reduce recidivism, and prevent returns to homelessness. Persons with chronic addictions who enter substance abuse residential and detox programs have staff assigned to provide discharge plans for housing and services.

The city continues to work with its partners on improving discharge planning from foster care, hospitals, and mental health and correctional facilities. While there are protocols in place for these systems, it is imperative that the city remains vigilant to ensure that those procedures are implemented in an

effective manner to avoid people “falling through the cracks”.

Discussion

By providing access to quality, supportive, and affordable housing, the city anticipates being able to prevent returns to homelessness, while offering greater access to the programs and services available through CoC funded programs.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Barriers to affordable homeownership housing include:

- Renters working towards buying their first home who pay more than 30% of their income for rent, especially severely rent-burdened renters paying more than 50% of their income in rent, have difficulties saving for a down payment.
- Lack of affordable existing housing stock that meets HOME property standards or new construction housing stock for low to moderate income first-time homebuyers.
- Limited funding available to meet the demand of the affordable housing needs of low to moderate income households.
- Tighter mortgage lending standards have made it more difficult for low-to-moderate income households to realize affordable homeownership, thus the increased need for homeownership education and counseling to provide guidance to potential homebuyers on how to improve savings, derogatory debt, and credit scores.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Addressing affordable housing and affirmatively furthering fair housing requires a strategic and systemic approach, planning, design, funding, and ongoing compliance for long-term sustainability. In a nation where economic uncertainties and recovery are continuing to rebound, funding availability and active participation by developers are always constant challenges. Barriers to affordable housing also include inadequate national funding for the Housing Choice Voucher Program, decreasing levels of Federal and state resources, capacity of private partners, cost, timing, availability, and financing of housing inventory maintenance are all elements that that have been further compounded by the national COVID-19 pandemic.

There are several State and local regulations designed to promote the orderly development and maintenance of safe, decent, and sanitary housing in the community. Sometimes these regulations can act as barriers to affordable housing. That does not appear to be the case in Norfolk.

To eliminate duplication, the city uses the building codes established by the State for uniform construction standards.

Locally established and enforced Minimum Housing Code does not create a barrier for affordable housing. Their enforcement is necessary to preserve and encourage the private/public interests in housing and its maintenance and discourage activities of investors only interested in flipping properties

and not committed to the holistic long-term effects to the housing inventory, communities, and low-income residents (inclusive of the special needs population).

An examination of the community's fee structure indicates the city's building permit fees and charges are basically in line with the surrounding Hampton Roads communities. The city maintains a positive, proactive position and approach on housing development. In concert with the aging housing inventory within the city, preservation efforts are being reviewed and redesigned to increase the positive impacts for owner-occupants and renter-occupant units who by responsive and responsible property owners who have a vested interest in the long-term sustainability of the units. Public/private partnerships are encouraged, supported through technical assistance, and leveraging of resources in order to make the systemic changes needed to improve Norfolk's communities and the quality of life of low- to mod-income individuals and families.

Due to its geography and coastal nature, Norfolk is vulnerable to sea-level rise and coastal and storm surge flooding. For this reason, the city updated its zoning ordinance in 2018 to encourage investment in less risky areas and to strengthen the City's commitment to vibrant neighborhoods, economic diversity, and coastal resilience. The new zoning ordinance encourages and supports development that makes Norfolk more resilient, both physically and economically, recognizes the four established character districts, is user-friendly and supports streamlined development processes. While there may be additional costs related to new developments, these new requirements are important for long-term sustainability, and are not expected to have a significant impact on affordable housing.

State policy in Virginia does not currently allow for local inclusionary housing policies designed to increase the number of affordable housing units. However, Virginia First Cities together with the Virginia Chapter of APA drafted and introduced an affordable/inclusionary housing program proposal in the 2020 Session of the Virginia General Assembly. It did not pass but there are plans to redraft and reintroduce.

Discussion:

Addressing the multiple factors of affordable housing needs and lack of affordable land, lack of sustainable funding, increased building costs and large gaps between low- and moderate-income levels and Fair-Market-Rents require creative solutions through constant collaboration among non-profits, state and federal agencies.

AP-85 Other Actions – 91.220(k)

Introduction:

The greatest obstacle to meeting any underserved need is the lack of sufficient funding, including:

- Limited availability of funding from both federal, state, and other sources;
- High cost of housing and provisions in the area which increases the difficulty of meeting affordable housing needs; and
- Lack of maintained housing, environmental hazards, income levels, and the economic environment.

There is an underserved need for public services across most categories. This includes the needs of elderly and frail seniors, at-risk youth, working parents, persons with HIV/AIDS and their families, the disabled, individuals with drug, alcohol, and chronic illnesses, and persons with other conditions affecting their ability to function independently and productively. There is also a need for general services for low-income residents such as health care, food and clothing, educational programs, and case management.

Actions planned to address obstacles to meeting underserved needs

The city will maximize the use of HUD funds to meet underserved needs.

Specifically, it will use the maximum amount of CDBG funding allowed towards public services, which is fifteen percent of its entitlement allocation to help address the needs of homeless and low-income people in general. CDBG funds allocated to project services will support essential needs such as tenant base rental assistance, homebuyer subsidy for first-time homebuyers, rehabilitation for homeowners to maintain their living environment, and improvements to streets and open spaces throughout the city.

The CHDO requirements identified in the 2013 HOME Final Rule, the lack of buildable lots, and the cost of vacant land for specific local projects are obstacles for non-profit organizations to meet the CHDO definition and/or be awarded CHDO set-aside funding for an affordable housing project. In order to address these challenges, the city will refer CHDO applicants to the *CHDO Opportunities in HOME – Introduction* self-paced online training course on the HUD Exchange website. CHDO applicants can receive credit for the course by passing a final quiz that reinforces key regulatory requirements applicable to CHDOs and their projects.

Providing direct financial assistance through the HOME Program eliminates the largest obstacles for low-to-moderate income first-time homebuyers to afford homeownership, which are the lack of funds for down payment and closing costs and an affordable monthly mortgage payment.

In FY 2019 the city began St. Paul's People First Initiative. The St. Paul's area is one of the city's most challenged communities comprised of three public housing communities. The residents are primarily

low-income with many unmet service needs. In FY 2019, with support from various resources, the city began the St. Paul's People First Initiative which provides a range of support services customized to meet the needs of residents. This project's goal is to transform the lives of those who live in the St. Paul's area by providing residents with personal family coaches who can connect residents with job training, educational opportunities, personal finance management, jobs, and other coaching that helps residents achieve self-sufficiency. The end goal is to help individuals and families become completely self-sufficient and make a transition to their new home.

The city will continue to support this initiative in FY 2023 with hopes of expanding services and addressing unmet needs.

Due to limited funding and the prospect of reduced funding in future years, the city will consider the following when determining which activities to fund:

- The project must be an identified Consolidated Plan priority. Each awarded agency will be required to document which priority the activity will address.
- The project budget is justified and leverages other financial resources, including personnel resources. In addition, subrecipients would be required to document efforts to acquire outside funding.
- The project must have a measurable impact in Norfolk communities by targeting low- to moderate-income persons, utilizing community partnerships, and providing adequate benefits to costs.
- The subrecipient will be required to maintain regulatory HUD compliance.
- The subrecipient will demonstrate a strong administrative and financial capacity to implement a federal grant; and complete the project within the required time-period.

Actions planned to foster and maintain affordable housing

The high cost of housing in the area significantly increases the difficulty of meeting affordable housing needs. The city has limited resources with which to develop affordable units on its own. The city will continue to support its goals of maintaining and expanding affordable housing by utilizing its CDBG and HOME allocations to create new opportunities for affordable rental and homeownership and rehabilitate existing affordable units. The city expects to utilize current CDBG and HOME funds as well as continue to spend previous unspent funds towards maintaining affordable housing.

Actions planned to reduce lead-based paint hazards

A visual assessment of exterior and interior painted surfaces will be performed on pre-1978 built homes being purchased with direct financial assistance through the CDBG and HOME programs to identify any paint deterioration. Any paint deterioration identified must be stabilized using safe work practices. If paint deterioration is measured to exceed specific limits, paint stabilization must be performed by a licensed lead abatement professional and a clearance examination must be performed by a licensed

lead abatement risk assessor. Clearance helps ensure that lead-based paint hazards are controlled, and the home is safe for habitation.

The HOME TBRA program requires a visual assessment for lead-based paint hazards as part of the housing inspection if the unit was built before 1978 and a child under the age of six years lives in the unit. If a visual assessment reveals lead-based paint, the rental owner must complete paint stabilization, clean up, and clearance activities before allowing occupancy. Any program participant whose unit was built prior to 1978 will also receive a brochure titled, "Protect Your Family from Lead in your Home." Renters must sign a receipt for the brochure that is kept on file. The providers are required to inform the local health department about children at risk for lead-based paint poisoning.

Actions planned to reduce the number of poverty-level families

In the FY 2023 (PY2022) program year, the City of Norfolk will focus on building stronger relationships with multiple organizations to address poverty in Norfolk. The city's emphasis is assisting residents to acquire training and receive the skills needed to become gainfully employed. This will be accomplished by building on existing initiatives and improving the effectiveness of funded programs. To address poverty, the city will target economic development in its low- to moderate-income areas with the expectation that this will provide better access to jobs and increased incomes. The People First Initiative is an example of city efforts to accomplish these goals.

Actions planned to develop institutional structure

The most direct action in developing institutional structure is the capacity building efforts. In the last five years, the city and associated homelessness agencies have moved towards developing a better institutional structure for the city and the Continuum of Care (CoC). In FY 2019, the CoC partnered with the City of Norfolk and neighboring cities in the CoC, to increase services and better serve the homeless. By developing a stronger structure, the homeless population has reduced, written policies were created, and an organized client intake system has been created and continuously improved.

The city facilitates coordination among its partner agencies resulting in a broadly shared understanding of community needs, collaborative and complementary approaches to addressing needs, and responsiveness to changes in conditions.

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

Regular evaluations of the current system will highlight areas where improvements are necessary. The city will continue to coordinate with agencies to assist them in attaining their goals. Coordination is achieved by setting mutual goals, information sharing, and supportive action. The city works with private and public organizations to provide open communication to allow for greater information flow regarding housing and social services to be provided to the public. In addition, the city will provide

workshops and/or training that will assist in increasing capacity of local agencies.

The Norfolk Redevelopment and Housing Authority's participation in the HUD Rental Assistance Demonstration (RAD) program allows families residing in Project-Based Voucher housing an opportunity to be issued a Housing Choice Voucher to transition to private housing.

The Program Coordinating Committee (PCC) of the Family Self Sufficiency Program (FSS) consists of public and private agencies that provide an array of services to public housing residents to help them become employed or obtain improved employment in order to reach the goal of becoming self-sufficient in providing the needs of their family without assistance. The PCC currently has more than 20 partners, such as Norfolk Department of Human Services, Virginia Employment Commission, and the HomeNet Homeownership Center. The PCC helps FSS participants transition from public housing to private rental housing or homeownership. Visit NRHA's website at <http://www.nrha.us/content/family-self-sufficiency-program-fss> for more information on the FSS Program.

Discussion:

Program Specific Requirements

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

Introduction:

CDBG Requirements: The total amount of \$4,589,454 of CDBG funds is estimated for the upcoming program year. The city does not anticipate any urgent need activities. All CDBG project funding, or 100 percent, will be used for activities that benefit low- to moderate-income people and areas.

HOME Requirements: The city estimates receiving HOME funds totaling \$1,457,612 for the upcoming year. HOME funding will be allocated to eligible CHDO's to construct or rehabilitate housing to be sold to eligible low-income homebuyers; and provide funding for homebuyer and tenant-based rental assistance activities. Homebuyer assistance will provide financial housing assistance to homebuyers purchasing eligible properties of their choice in the City of Norfolk that are within their affordability. Tenant-based rental assistance activities will provide financial housing assistance to homeless individuals to provide these individuals with housing options.

ESG Requirements: Over the upcoming year, the city estimates receiving ESG funds totaling \$384,637 to support ESG administration, emergency shelters, homeless prevention, and rapid re-housing programs. These programs will ultimately assist individuals who are either at-risk of becoming homeless or are homeless.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

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

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	\$35,000
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
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2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. 100.00%

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

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The city will not use other forms of investment beyond those identified in Section 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Recapture provisions are applicable to the direct homebuyer assistance provided through both the CHDO and the Homebuyer Assistance Programs, which are administered by Norfolk Redevelopment and Housing Authority (NRHA) as the city's subrecipient. In the event the property does not continue to be the principal residence of the borrower for the duration of the affordability period due to the borrower transferring the property either voluntarily (selling the property at fair market value) or involuntarily (a foreclosure, transfer in lieu of foreclosure, or assignment of an FHA insured mortgage to HUD), the amount of HOME assistance provided to the borrower as direct subsidy will be recaptured on a prorated basis based on the terms of forgiveness and according to the time the borrower has owned and occupied the property measured against the required affordability period. The direct subsidy HOME loan will be recaptured from available net proceeds and any direct subsidy HOME loan amount in excess of the net proceeds shall be forgiven. Net proceeds are defined as sales price minus (1) the payoff of superior loans and/or other amounts (other than HOME funds); (2) closing costs incurred by borrower to sell the property; and (3) the borrower's investment in the property (borrower's contribution toward down payment at time of purchase and the borrower's costs of capital improvements to the property).

The borrower is required to immediately submit written notification to NRHA if the borrower will be transferring the property voluntarily or involuntarily. To preserve the affordability of the property, NRHA or eligible CHDO will have a purchase option, right of first refusal, or other preemptive right to purchase the property within 45 days of NRHA receiving any such notice of the property being transferred. In the event NRHA or an eligible CHDO choose not to purchase the property, NRHA will

recapture any available net proceeds.

A subsequent homebuyer of the Property (determined income eligible for HOME assistance) may assume the borrower's existing direct subsidy HOME loan (subject to the HOME requirements of the remainder of the affordability period) provided that no additional HOME assistance is provided. In the event a subsequent homebuyer of the property (determined income eligible for HOME assistance) needs a direct subsidy HOME loan amount in excess of the unforgiven balance owed on the borrower's direct subsidy HOME loan, the balance owed cannot be assumed and will be recaptured from the borrower. A separate direct subsidy HOME loan will be provided to the subsequent homebuyer with a new affordability period based on the amount of direct subsidy provided. In the event the subsequent homebuyer needs a direct subsidy HOME loan amount less than the balance owed on the borrower's HOME loan, NRHA will recapture from the borrower at the time of the sale the lesser of (1) the difference between the unforgiven balance owed and the amount the subsequent homebuyer can assume; or (2) the available net proceeds.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The HOME loan requires the property to be the borrower's principal residence during the affordability period: five years for a HOME loan less than \$15,000; 10% per year on a ten-year HOME loan of \$15,000 to \$40,000; and 15 years for a HOME loan greater than \$40,000. The property may not be temporarily subleased, with an exception made to military required to temporarily move for deployment purposes only.

The HOME loan will be forgiven each annual anniversary date following the borrower's settlement date: 20 percent per year on a 5-year HOME loan less than \$15,000; 10% per year on a ten-year HOME loan of \$15,000 to \$40,000; and 6.67 percent per year on a 15-year HOME loan of \$40,000. The forgiveness term is not applicable, and repayment is immediately due in the event the borrower fails to comply with the principal residence requirement by either renting (unless an exception is made due to a military deployment) or permanently vacating the property during the affordability period.

The subordination of NRHA's lien interest is allowed only for the sole purpose of the borrower refinancing for a first mortgage interest rate reduction, resulting in a monthly principal and interest payment reduction. It is not allowed for the purpose of removing cash or equity from the property proceeds which would require the unforgiven balance of the HOME loan to be due and payable to NRHA.

In the event of a foreclosure or deed in lieu of foreclosure occurs, the affordability restrictions shall be revived according to the original terms if the borrower obtains an ownership interest in the

housing during the affordability period.

Each borrower is required to sign a HOME Promissory Note and HOME Deed of Trust on the date of settlement. The HOME Deed of Trust is recorded with the Norfolk Circuit Court to cover the HOME Promissory Note during the loan term and affordability period. Each borrower is also required to sign a HOME Agreement with the city and NRHA, which is a separate legal document apart from any loan instrument and conforms to the requirements of 24 CFR 92.254(a).

HOME funds recaptured by NRHA will be remitted to the City of Norfolk for additional HOME-eligible activities.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The city does not intend to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds.

**Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

The City of Norfolk has written performance standards for all providers delivering services through the ESG program. To maintain consistency across all funding programs the city also utilizes these standards, which were developed in concert with the CoC, for homeless service programs supported by CDBG, HOME, and grant opportunities supported by the city's general fund revenues.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

The City of Norfolk is part of the Southeastern Virginia Homeless Coalition (SVHC). Working with the other members, this Continuum of Care (VA-501) planning body developed the Coordinated Entry System (CES) in compliance with HUD requirements. The CES is a centralized, community-wide process designed to identify, engage, and assist households experiencing, or at risk of experiencing, homelessness; coordinate the intake, assessment, and referral for services that meet the level of assistance that is most appropriate to resolving a household's housing crisis; and prioritize all households so everyone has equal access to services with the most severe service needs receiving the high priority.

Households in the community access the CES through the Regional Housing Crisis Hotline,

emergency shelters, designated homeless service providers, and city outreach personnel canvass streets and other places where homeless congregate. Once the household is screened and found eligible, a standardized assessment tool (VI-SPDAT, VISPDAT-F, and VI-SPDAT-Y) is utilized to identify the household's level of acuity and to help guide decisions around the appropriate type of housing and services needed.

Designated staff at the access points then makes a referral to the By-Name List (BNL) for eligible households. Households on the BNL are case conferenced at regularly held Service Coordination Committee (SCC) meetings and prioritized by level of vulnerability, then referred to housing programs as appropriate.

The CoC participating Domestic Violence (DV) providers in the CoC operate an additional access point known as the Coordinated Crisis Response (CCR). This 24-hour hotline acts as a centralized assessment and referral process that provides comprehensive, wraparound emergency services to victims of domestic violence, sexual assault, stalking, and human trafficking. CCR works to streamline access to 24/7 crisis hotlines, emergency shelters, victim advocacy, and group therapy. Households presenting at centralized assessment for homeless services are immediately linked to local DV providers for services and afforded access to safe housing. To reduce trauma and increase access to housing, the CCR intersects with the Continuum of Care's CES at the service coordination component. All DV providers participate in the CoC's Service Coordination Committee (SCC). Referrals are submitted to SCC using the VI-SPDAT, which is not entered into HMIS for DV, to adhere to confidentiality and safety policies. Each DV provider receives funding from one or more sources including ESG, CoC, DOJ, and the Virginia Department of Social Services.

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

The city utilizes the request for proposal process to allocate ESG funds. The city will ensure that all programs awarded meet the ESG categorical requirements. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG. In January 2020, a Point-In-Time (PIT) count was conducted where a total of 709 individuals were interviewed.

The City of Norfolk has administered ESG funds since the original program began in 1986. The process for making sub-awards was similar to that used over the last 25 years. The city advertises funding opportunities through local newspapers, posting on the City of Norfolk's webpage, and provides open communication to for-profit and non-profit organizations.

These services include emergency and interim shelters, outreach and engagement, and specialized mental health and substance abuse services. The department utilizes standard selection criteria in its Request for Applications.

Grants are awarded for a one-year period with an option for extensions. The extension option is contingent upon successful performance of the program and services provided, and upon availability of funds.

To ensure compliance with HUD's obligation period, the city will continue to request City Council's approval to obligate ESG funds by May of every year. The contracts will begin to be developed in July annually and executed within 60 days of HUD's Annual Plan approval.

If religious organizations apply and receive ESG funds, the organization will provide all eligible activities under this program in a manner that is free from religious influence and in accordance with the following principles:

- It will not discriminate against any employee or applicant for employment on the basis of religion and will not limit employment or give preference in employment to persons on the basis of religion;
 - It will not discriminate against any person applying for shelter or any of the eligible activities under this part on the basis of religion and will not limit such housing or other eligible activities or give preference to persons on the basis of religion; and
 - It will provide no religious instruction or counseling, conduct no religious worship or services, engage in no religious proselytizing, and exert no other religious influence in the provision of shelter and other eligible activities under this part. Applicants that are primarily religious organizations are encouraged to contact the city for specifics or refer to 24 CFR 576.23.
4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

To ensure that ESG funds are used effectively and address the needs of those experiencing homelessness, the City of Norfolk actively recruits input from current and former consumers of services provided by the agencies utilizing ESG funds. This also satisfies the requirement under 24 CFR 576.405.

5. Describe performance standards for evaluating ESG.

Performance standards for CDBG, HOME, and ESG homeless activities include taking a progressive engagement approach which begins with the identification of all persons residing in shelter or other places not meant for human habitation; the assessment of each household's vulnerability level; and the integration of each household into the CoC's Coordinated Entry System with the goal of acquiring appropriate housing and all eligible mainstream resources in the shortest timeframe possible. As such, the performance standards, as attached in the exhibits section, are designed to support those efforts which enhance a household's ability to exit homelessness and maintain self-sufficiency that includes client assessment to determine financial need; ensure clients attain housing

prior to taking steps to address any other significant issue with which they may be struggling (substance abuse, mental health, gaining or increasing income); and being able to stabilize housing for the most vulnerable.

The standards, which cover all the components of the homeless service delivery system from homeless prevention to street outreach, emergency shelter, and rapid re-housing, focus on providing all households with access to services geared at addressing their immediate needs and connecting them to the CES system to obtain long-term housing and self-sufficiency. The standards were designed to enhance each component's role in the overall success of the system and to bring about the time when all forms of homelessness in Norfolk are rare, brief, and non-recurring.