



# Fourth Program Year Action Plan

The CPMP Fourth Annual Action Plan includes the [SF 424](#) and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## Narrative Responses

### GENERAL

#### Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

This 2011 Annual Action Plan describes DeKalb County's annual allocation and distribution of funds for our CDBG, HOME, and ESG programs. The annual allocation and distribution provides funding for programmatic activities and projects that are designed to guide us in achieving our three (3) major goals that were identified in the 2008-2012 Consolidated Plan.

The Community Development Block Grant (CDBG) Plan initiatives will be focused on completing a number of significant Capital Improvement projects that are being administered jointly with other County departments. (1) The South Police Precinct renovation is critical to allowing our Public Safety organization to relocate to more viable and efficient space to accomplish policing in the southern part of the County. (2) Lou Walker Multi-Purpose Center Parking Expansion is required to fill a substantial gap in parking for our DeKalb seniors at our largest and most viable senior facility. The overwhelming demand for additional parking has been a frequent topic of discussion in our interactions with DeKalb senior citizens. (3) Fire Station Number 10 – Architecture Design and Construction fulfills a need to provide a suitable and more adequate facility to provide Fire and Rescue services to the Southwest portions of DeKalb County. (4) Fire Station Number 3 - Architecture Design will establish the basis for construction of a new Fire Station in the Avondale area of DeKalb for Fire and rescue services.

Additionally, CDBG funds will be used to leverage HUD Section 108 Loan Guarantee funds (\$14,000,000.00) approved to design and construct three Senior/ Community Centers in distinct areas of the county. (1) South DeKalb Community Center will be located on Candler Road in a 13 acre complex along with Senior Housing and a DeKalb Public Library. (2) North DeKalb Community Center will be located on Malone Drive in the Chamblee and Doraville area. (3) Central DeKalb Senior Center will be located in central DeKalb. All Centers will be approximately 15,000 square feet and fulfill a critical need in the County for Senior Services.

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Home initiatives will continue to assist a substantial number of First Time Home Buyers, aid in the creation of additional CHDO's to add affordable housing stock to our inventory, and continued implementation of our Single Family - Owner Occupied Rehabilitation program.

An additional priority for 2011 will be our continued and renewed emphasis on the national and local foreclosure and mortgage crisis that negatively impacts communities of all income ranges throughout DeKalb County. DeKalb County communities have been actively fighting mortgage fraud and the flipping of real estate now for more than 20 years. Throughout 2009 and during 2010, the foreclosure rate continued to escalate within DeKalb County. The Community Development Department participated in a number of foreclosure initiatives designed to alleviate the financial hardship that has affected the citizens of DeKalb County. Over the last several years, the national economic downturn within the U.S. has created an additional strain on the mortgage industry. However, U.S. Congressional and Executive level sponsored initiatives designed to stabilize and stimulate the U.S. economy have been implemented.

As a result of the Congressional approval of the Housing and Economic Recovery Act of 2008 (HERA), DeKalb County received \$18,545,013 in stimulus funding for the Neighborhood Stabilization Program (NSP). As of November 2010, the County had dispersed more than \$10.4 million to purchase and renovate foreclosed and abandoned homes.

Through the Neighborhood Stabilization Program, DeKalb County will strategically leverage other resources and broker partnerships in order to lessen the impact this crisis. Strengthening overall code enforcement initiatives and developing sustainable neighborhoods will become a higher priority in 2011.

Another priority for the County is homeless prevention. DeKalb County will continue its efforts to work with our community partners to develop objectives and priorities towards improving our Continuum of Care for the prevention and reduction of homelessness through the ESGP grant and the Regional Tri-J initiatives. Additionally, DeKalb County received notification of the availability of more funding under the American Rapid Recovery Act of 2009 (ARRA) for the Homelessness Prevention and Rapid Re-Housing Program (HPRP), in March of 2009. Through this grant, DeKalb County has received a total of \$2,359,998 to provide homelessness prevention assistance to households that would otherwise become homeless due to the economic crisis. In order to carry out the goals of HPRP, DeKalb County contracted with 15 provider agencies. The Homelessness Prevention and Rapid Re-Housing Program have been underway since October 2009. HPRP has served 867 persons representing 310 households with Homeless Prevention services and, an additional 94 persons consisting of 34 households have received Rapid Re-Housing Homelessness Assistance.

Economic Development remains a key important priority within the County for 2011. The economic downturn within the County has impacted every facet of DeKalb citizens' lives. Thus, the Community Development (CD) Department and the County will continue its efforts in working with the DeKalb Business Enterprise Corporation (DEBCO), to help increase the affordability and accessibility of loans for small businesses. DEBCO provides low interest loans to businesses and training workshops through its DeKalb Micro Enterprise Initiative Training program to teach additional entrepreneurial skills.

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Another small business initiative is the Arts Incubator created by ART Station and the City of Stone Mountain to build, develop, and nurture a sustainable, creative economy within the city limits. We have funded this initiative with \$240,000 in CDBG funds. The economic advantage is to attract local residents and tourists to the City of Stone Mountain. The Arts Incubator will provide five microenterprise opportunities to selected artists, including studio and gallery space for artists to display and sell their works, business and artistic technical assistance workshops, networking opportunities, and assistance with opening creative businesses in the City of Stone Mountain upon completion of the program. Artists have been evaluated and selected on the basis of their artistic skills and business practices. All artists will be required to meet the low to moderate income requirements of the Microenterprise guidelines established by HUD.

In order to increase economic stimulation and job creation within DeKalb County, we received \$1,543,400 in funding from the Community Development Block Grant – Recovery Act (CDBG-R) in August of 2009. This stimulus grant is also a part of the American Rapid Recovery Act of 2009 (ARRA). Through our Cooperation Agreement arrangements with municipalities located inside of DeKalb, as well as the identification of key non-profit agency projects, the County has funded infrastructure projects that will both create jobs and meet the suitable living needs of our citizens. In July of 2010, the CDBG-R funded Sheppard Way drainage pipe replacement project (located in the City of Stone Mountain) was completed. CDBG-R funding in the amount of \$80,000 was dedicated to this project. As a result of the project, five (5) full-time construction jobs were created and the project will affect the surrounding Community by eliminating flooding and erosion during periods of heavy rainfall.

The three (3) major goals of our Consolidated Plan are to provide decent affordable housing, a suitable living environment and expanded economic development opportunities to principally benefit low to moderate income persons in DeKalb County.

A summary of 2008-2012 major objectives and outcomes are indicated below.

**DECENT AFFORDABLE HOUSING OBJECTIVES:**

1. Increase the availability of affordable permanent rental housing units for low to moderate income families, elderly households, and special needs populations through the rehab of a minimum of 500 units using a mix of public and private financial assistance.
2. Increase the availability of affordable permanent rental housing units for elderly households and special needs populations through the new construction of a minimum of 200 units using a mix of public and private financial assistance in projects that conform to the County's Criteria for Affordable Multi-family Housing Initiatives.
3. Develop and support affordable housing stock preservation and accessibility programs to enable homeowners to remain in their homes.
4. Support the efforts of nonprofit organizations seeking to undertake housing-related projects in DeKalb County.

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5. Develop and support activities and initiatives designed to keep homeowners from losing their homes and work to revitalize deteriorating neighborhoods affected by high foreclosure and vacancy rates.
  6. Increase the number of first-time homebuyers by 200 over five (5) years with the provision of down payment and closing cost assistance and support efforts to create additional quality affordable homeownership units in the County.
  7. Continuously assess the status of affordable housing issues and related services for low-to moderate-income senior citizens to identify and develop initiatives to address gaps and unmet needs.
  8. Serve the at-risk and homeless population by collaborating with the Regional Commission on Homelessness, Tri-J, and other appropriate entities, to identify and implement the housing and supportive services required to mitigate homelessness.
  9. Expand the supply of transitional housing and supportive services available to homeless individuals and families.
  10. Expand the supply of permanent supportive housing that is family oriented.

**SUITABLE LIVING ENVIRONMENT OBJECTIVES:**

1. Collaborate with other County departments and non-profit agencies to renovate or to build facilities for children and families that use an intergenerational service delivery model for expanded services that principally benefit low to moderate income persons.
2. Collaborate with other County departments and non-profit agencies to assist with the development and/or redevelopment of facilities for senior citizens. These facilities may include senior centers, adult day care facilities and other facilities that primarily serve low to moderate income senior citizens.
3. Collaborate with the Public Works Department to facilitate infrastructure improvements in low to moderate income neighborhoods on a case-by-case basis.
4. Collaborate with the Parks and Recreation Department to facilitate the renovation or development of recreation centers and parks that primarily serve low to moderate income areas; including the Tobie Grant Community Center, N.H. Scott Recreation Center, Lucious Sanders Recreation Center, and Shoal Creek Park.
5. Collaborate with the Public Works Department to encourage the development of sidewalks that are user friendly for the elderly and physically challenged, and to provide safety improvement efforts in areas with a high concentration of low to moderate income citizens. The areas with a high concentration of low to moderate income citizens are: Buford Highway in Chamblee /Doraville; Clarkston; Stone Mountain; Lithonia; Candler Road from Memorial Drive to I-285; Columbia Drive between Memorial Drive and I-20; Covington Highway between Wesley Chapel and Panola Road and the Bouldercrest Road area.

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6. Continue to work with cities within DeKalb County to provide assistance in the implementation of community development initiatives that benefit low to moderate income neighborhoods.
  7. Provide supportive services to income eligible senior citizens and immigrant populations in the areas of housing, transportation and literacy, by participation with non-profit agencies and by collaborating with the Human Development Department as requested.
  8. Assist in the efforts to provide training, consumer education & awareness pre- and post-purchase, and homeowner counseling.
  9. Primarily through summer programs, provide opportunities for approximately 500 youth annually to participate in healthy life skills educational activities that are recreationally-based, build self esteem, teach personal financial literacy, enable academic success, and enhance decision making skills.
  10. Encourage and assist in the development and enhancement of quality, affordable childcare facilities and/or programs throughout DeKalb County.
  11. Continue to provide operational capacity training for non-profit and faith-based organizations to help increase and diversify their funding resources to ultimately obtain self-sufficiency and expand their operations.
  12. Assist in the demolition of dilapidated structures beyond rehabilitation to prevent the spread of blighting conditions in low to moderate income areas as needed.

**EXPANDED ECONOMIC OPPORTUNITIES OBJECTIVES:**

1. Collaborate with the Economic Development Department on an as needed basis, to improve economic opportunities through targeted activities, participation in international import/export markets and economic development growth, cultivating a viable employment market and increasing consumer demand.
2. Coordinate/work with the Economic Development Department to develop new and innovative business incentives to recruit and or maintain diverse small-to-medium size businesses within DeKalb County.
3. Coordinate/work with the Economic Development and Planning & Development Departments, as needed, to focus on implementing LCI's, reversing deteriorating economic trends in identified neighborhoods, and creating innovative economic redevelopment plans for major corridors in low to moderate income neighborhoods (Candler/Glenwood Roads, and Memorial Drive).
4. Collaborate with stakeholders, cities, and County departments to assist in implementing community-focused, economic opportunities as requested.

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5. Encourage low to moderate income individuals to access job training and skills development from DeKalb County Workforce Development Department, Goodwill Industries, and the Georgia Labor Department.
  6. Semi-annually, conduct a collaborative meeting between Economic Development, Planning & Development, Work Force Development, and the Community Development Departments, to ensure seamless optimal services for low to moderate-income persons in the areas of employment, job training and assistance to small businesses.
  7. Collaborate with the DeKalb Enterprise Business Corporation (DEBCO) to maintain the Revolving Loan Funds (RLF) to assist small businesses with identifying adequate capital resources, providing technical assistance, and creating jobs for low to moderate-income individuals.
  8. Collaborate with DeKalb Business Incubators to continue nurturing and technically assisting small and/or start-up businesses, with focusing on job creation, job retention, and the development of entrepreneurial skills.
  9. Collaborate with local businesses and non-profits to develop effective and focused Micro-Enterprise Training programs to assist potential and existing small business owners with entrepreneurial and basic business skills.
  10. Collaborate with the Economic Development Department to assist the Scottdale Community in creating an Opportunity Zone to allow businesses to utilize Job Tax Credits, New Market Credits, Community Development Block Grant Funds, local redevelopment powers, and other program incentives if businesses relocate to this designated area.

### **OUTCOMES:**

The following is a list of anticipated outcomes we will achieve during 2011 program year:

#### **Decent Housing**

- Complete the rehab of a minimum of 100 multi-family affordable rental units
- Construct a minimum of 200 affordable multi-family new rental units
- Complete a minimum of 60 owner-occupied rehab cases
- Identify and work with a new CHDO to build capacity and create affordable units
- Assist at least 40 residents to become first-time homebuyers
- Continue raising community awareness about foreclosures and work to develop ways to decrease the problem in the County
- Work with senior homeowners in the County who are in danger of losing their homes
- Increase the supply of homeless beds in the Tri-J area by 120
- Increase the number of permanent housing units in DeKalb County by 12

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### **Suitable Living Environment**

- Provide CDBG funding for bond repayment for the Porter Sanford III Performing Arts and Community Center in order to provide an affordable and accessible gathering place for performances and community events.
- Provide CDBG funds for repayment of the Section 108 Loan to provide for construction of the North DeKalb and South DeKalb Community Centers, as well as the Central DeKalb Senior Center.
- Utilize CDBG funding to renovate an existing facility in Clarkston, to establish an Adult and International Education Center primarily serving the Refugee population.
- CDBG funding will also be used to renovate and expand other facilities as follows:
  - South DeKalb Police Precinct
  - Fire Station 3 – Clarendon Avenue
  - South DeKalb Candler Road Library Project
  - Old Cotton Mill Village Area of Scottdale – Feasibility Study/Engineering Analysis of water and sewer lines
- Complete the drainage improvement project for the City of Stone Mountain
- Complete the construction of a new swimming pool in Milam Park & Wildlife Preservation in the City of Clarkston
- Complete the construction of sidewalks along both sides of Central Avenue near the Doraville MARTA Station
- Provide funds to the City of Chamblee to match funding provided by the Atlanta Regional Commission to construct a sidewalk on the west side of the Chamblee MARTA Station
- Complete a healthy walking trail project inside of McKoy Park connecting to an adjacent neighborhood walkway
- Provide CDBG funds for infrastructure improvements at Stewart Amphitheater owned by the City of Lithonia as part of the City Park
- Complete the demolition and clearance of a minimum of nine (9) dilapidated houses presenting health and safety hazards
- Improve sustainability to a minimum of 2,430 persons by providing funding to agencies that provide financial literacy, pre and post housing counseling, landlord/tenant counseling, and foreclosure/predatory lending services
- Improve the affordability of recreational summer camps by providing vouchers to 500 low to moderate-income children to participate in recreational programs
- Increase the affordability and accessibility of child care to 263 children by providing funds for operational expenses for the year round operations of three (3) child care centers

### **Economic Opportunity**

- Work with various County departments to implement the Candler/Glenwood Roads and Memorial Drive Economic Development Strategic Action Plan through the streetscape project that is currently underway in the Memorial Drive and Candler Road Corridors.
- Increase opportunities for job training, job creation or micro-enterprise entrepreneurial training.
- Increase the affordability/accessibility of loans for small businesses with the

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- goal of creating seven (7) new jobs, business expansion/improvements, purchasing equipment and neighborhood revitalization projects.
  - Provide training for 30 entrepreneurs and assist five (5) micro businesses through development and job creation.
  - Propose specific objectives and processes for development of a business incubator.

## **SUMMARY OF ACCOMPLISHMENTS**

Evaluating past performance is an on-going, ever changing process of establishing pre-determined goals, tracking, quantifying, qualifying, monitoring and reporting program accomplishments. Occasionally if milestones are not being achieved in a timely manner, we must always redirect our efforts and view our community benefits, outcomes, outputs, and outlays from a more critical perspective. Such adjustment helps to have a significant impact on fixing, alleviating and/or eradicating problems.

In 2008 and 2009, the County made significant progress in addressing critical issues affecting housing affordability, fair housing, senior citizens, predatory lending, and economic viability of neighborhoods. The County continued to deal with home foreclosures that escalated throughout the country in 2008, and worsened in 2009. The County, in partnership with various housing counseling agencies, continues to provide public education and awareness activities with an emphasis on counseling and work-out arrangements with lenders when loans are in default.

DeKalb County continued its emphasis on creating suitable living environments across the County in 2008 and 2009. Several Senior Citizens Community Centers began its initial planning, design and implementation stages. Section 108 loans were used to fund land acquisition, soft costs and construction costs. Behind the development of the centers are the integral collaboration among Community Development staff, Board of Commissioner staff and various other service delivery organizations. Also within 2008 and 2009, the Porter Sanford III Performing Arts and Community Center began operations. In 2008 and 2009 also saw the renovations on several public facilities within several municipalities including the City of Decatur and the City of Clarkston.

DeKalb County continued its emphasis on expanding economic opportunity across the County in 2008 and 2009. In 2008, which also continues to present day, we secured a relationship with DeKalb Enterprise Business Corporation to address our basic fundamental economic development needs – creating jobs. In 2008 and 2009 also, saw the collaborative efforts with the DeKalb Continuum of Care initiative, coupled with the County implementing and issuing \$2,359,998 worth of HPRP funds.

### **AFFORDABLE HOUSING**

In 2010, The County committed HOME funds to a CHDO, Antioch Community Development Corporation for their Phase three (3) senior project. The Antioch Villas and Gardens were awarded low income housing tax credits in 2009. The total project cost is \$13,354,000 and HOME funds will be leveraged with affordable housing tax credits to construct 106 units of new affordable rental housing for

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seniors. Construction started in August of 2010 and the project will be completed in late 2011.

Also, the County provided a firm commitment of HOME funds for construction of the Fairfield HFOP projects, based on the application that was submitted. The funding recipients for the tax credits were announced by the State of Georgia on September 30, 2009. The only projects in DeKalb County awarded tax credits are the Antioch Villas and Gardens, along with the Marketside at Brookleigh.

In 2010, the County used NSP, HOME, ESG, and HPRP funds to facilitate its housing efforts. The County committed approximately \$4.5 million in NSP funds to assist in the rehabilitation of a 168 unit, foreclosed apartment complex. With the 2012 completion of this project, 88 units of housing affordable to households at or below 50% AMI to the housing inventory.

The County committed Home CHDO funds to Antioch Community Development Corporation for the construction of its Phase 3 senior project and Habitat for Humanity in DeKalb for the acquisition, rehabilitation and sale of foreclosed, single-family units. Construction on the Antioch Villas project is scheduled to begin in 2010, with a 2011 anticipated completion date. HOME funds will be leveraged with affordable housing tax credits to construct the 106 unit, \$13,354,000 project.

Additionally, in 2010, the County provided Resolutions of Support for tax credits for the following four (4) projects shown below. Tax credit applications for the projects were due to the State of Georgia by July 22, 2010. We anticipate that the State will issue decisions in December 2010:

<b>Project</b>	<b>Project Type</b>
1. Lane Manor	New construction of units for seniors
2. Retreat @ Candler Village	New construction of units for seniors
3. Tabernacle	New construction of units for seniors
4. Eagles Run	Rehabilitation of 204 units, breakout center, and Amenities

In 2010 other accomplishments in the housing and homelessness areas included the rehabilitation of 65 single-family homeowner units using HOME funds, the provision of down-payment assistance for 40 homebuyers using HOME funds, and assistance to the homeless and at-risk populations through Emergency Shelter and HPRP funds.

**SUITABLE LIVING ENVIRONMENT:**

Legal services were provided by the Atlanta Legal Aid Society, Inc. for approximately 486 households. The agency also co-sponsored a number of educational activities and home buyer seminars on foreclosure and fraud prevention.

Services providing emergency shelter, transitional housing and counseling programs, existing for at least 90% female heads of households were offered by Decatur Cooperative Ministry, Inc.

Jerusalem house provided permanent housing for those living with AIDS at a time when few embrace homeless people, much less homeless persons with AIDS.

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Jerusalem House also provided over 50% of the permanent housing designated for Atlanta's homeless individuals with the HIV virus.

Through a comprehensive approach, Latin American Association, Inc's bilingual service promotes the stability of low to moderate income Latino DeKalb County residents by providing opportunities for families to help themselves and each other. The program seeks to assist individuals and families avoid homelessness, by helping them take advantage of available opportunities and community resources designed to help them increase their economic, housing and family stability well-being.

The Sheltering Arms empowers families and strengthen communities, by providing high quality affordable early childhood education that allows young children to be safe and secure. It also provides for developmentally appropriate activities, designed to meet each child's individual early learning needs in order to promote physical, cognitive, social and emotional growth. Finally, it also ensures that children are ready for school success, have comprehensive support services for families that help parents identify available resources to meet their specific family needs, help become more self-reliant, and help to learn better nurturing and support methods for their children.

To specifically address the needs of the homeless and at-risk population during 2011, \$253,010 in HUD-Emergency Shelter Grants Program funds will be allocated and distributed to 18 local, private, non-profit, and faith-based organizations. The funds will be used for essential services, shelter/transitional housing operations, homeless prevention, and administration.

**EXPANDED ECONOMIC OPPORTUNITY:**

The purpose of the DeKalb Enterprise Business Corporation (DEBCO) is to provide fixed asset financing to small businesses within DeKalb County and to attract bank participation for each loan. It is the intent of this program to promote economic development and to promote job creation within DeKalb County. Since May 2000, DEBCO has committed (including program income) over \$2,220,000 in loans. During the first 11 months of 2010, DEBCO has funded seven new loans in the amount of \$325,000 and created an additional 19 jobs. The training arm of DEBCO is DeKalb Micro-enterprise Institute (DMI) which offers two classes on Entrepreneurship and one Eco-green class to mainly low to moderate income persons. In 2010 DMI trained about 60 students.

In 2010, CDBG funds in the amount of \$1,260,000 were approved to assist in the acquisition of 1.59 acres, including an existing structure. The purchase will be used to accommodate a future "State of the Art" North DeKalb Community/Senior Center serving the Chamblee, Doraville and surrounding areas. The property was purchased on 6/30/2010. The new Center will serve seniors across all ethnic, racial and economic lines. The County plans to potentially re-use a portion of the existing structural steel frame and roof deck, and then rebuild a new Center to serve the areas that contain more than 60% low to moderate-income level persons. The selection for the Architectural and Engineering Consultant is expected to be approved by the Board of Commissioners in November, 2010. Construction for the new Center is currently scheduled to begin in 2011.

Moreover, in 2010, CDBG funds in the amount of \$1,200,000 were approved to assist in the acquisition of 1.00 acre land with an existing two stories of building

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approximately 14,904 S.F. The purchase will be used to establish a new community center, for the Center for Pan Asian Community Services (CPACS). The property was purchased in July of 2010. It's located on the boundary edge between the two cities of Chamblee and Doraville. It is also part of CPACS plan to continue raising funds to build the remaining of community center in the next three years.

In 2010, CDBG funds in the amount of \$1,200,000 were approved to assist in the acquisition of land with an existing two story building, appropriately 14,904 S.F. for establishing a new community center for Center for Pan Asian Community Services Center (CPACS). The site was purchased in July of 2010 located on the edge between City of Chamblee and Doraville. It is part of CPACS Plan to continue raising funds to finish building the remaining portion of the community center in the next three years.

The CPACS mission is to counteract problems faced by immigrants, refugees, and racial-ethnic minorities by creating and delivering culturally competent and comprehensive social and health services. CPACS is the first, largest and longest-standing service-providing agency focused on Asian Pacific Islanders (APIs) in the south. CPACS provides more than 27 distinct service programs. Many of these programs are provided in multiple languages – currently CPACS has the capacity to assist clients in appropriately 10 different Asian and Non Asian languages. CPACS also serves African and Middle-Eastern Refugees, Hispanic/Latino Clients, African Americans and Caucasians. In 2009, CPACS served on the average 1,610 clients per month. The vast majority of its clients are low-income; 87% of all clients served in 2009 were below 200% federal poverty level.

## **General Questions**

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to targeted areas.

### **DeKalb County Response:**

Over the next year, the DeKalb County Community Development Department (CD) will focus its redevelopment efforts within our priority areas, which are as follows: Candler/McAfee, Buford Highway, Scottdale and Municipalities located in DeKalb County. Redevelopment projects may be funded based on eligibility, availability of funds, readiness to begin, priorities of need for service, and other factors. By placing emphasis on these areas for five years, this will allow the County to have a greater impact with its overall redevelopment efforts. However, this will not prevent the Community Development Department from funding and exploring other projects in other Targeted Areas and Housing Impact Areas.

Target Areas are defined as census tracts that are made up of primarily low to moderate-income residents. Some programs are countywide, such as the Housing Rehabilitation Program and the Emergency Home Repair Program. However, most projects are within Targeted Areas. The Community Development Department promotes the creation of an environment which ensures a desirable quality of life that integrates all elements of the community: physical, social, economic, and spiritual. The Community Development Department continues to foster a spirit of unity that encourages and supports community partnerships. Such relationships

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provide hope for all people while encouraging the development of attractive quality affordable housing.

DeKalb County has one of the most diverse populations in Georgia, as well as the Southeastern United States. In addition to the Latino and Asian populations that settled here some time ago, a number of refugee population new entrants have been settling in the County. The largest of these groups over the last several years have been from Afghanistan, Bosnia, Ethiopia, Iran, Somalia, Sudan and Vietnam. Much of this population is concentrated along the Buford Highway Corridor and within the Clarkston area. Their recent entry into America creates a greater challenge to serve this population on a number of fronts; including but not limited to providing public education, job training, financial literacy, cultural & language barriers assistance and overall general assimilation issues. Furthermore, efforts will continue to be made to develop and support programs and projects that serve all of these populations.

The estimated Community Development Block Grant (CDBG) allocation for 2011 is \$6,221,085. The County has earmarked approximately fifty-one percent (51%) of the overall CDBG budget for projects (Public Facilities Improvement/Economic Development/Housing set-aside) within targeted areas.

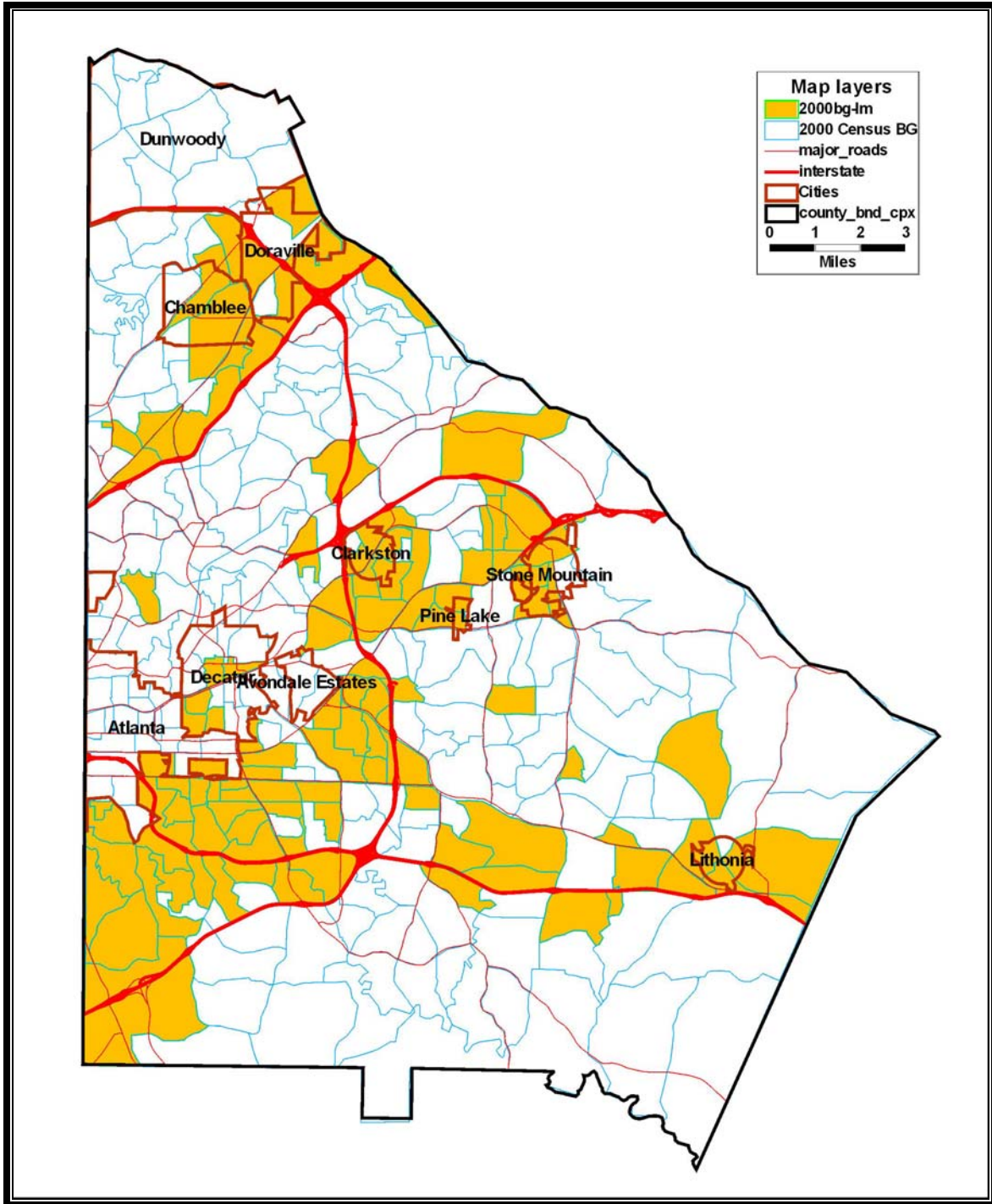
We cannot determine the percent of the Public Service Cap funding that will be utilized in target areas; however, the funded programs will primarily serve individuals and families who are in the low to-moderate income range. CDBG funds may be used to complement the County's Single-Family Owner-Occupied Rehab Program. CDBG funds may be used for the rehabilitation of owner occupied homes in the Belvedere and East Lake priority areas, as well as targeted and non-targeted low-income areas in the County. Budgeted funding for the Housing Services/Housing Implementation Services, Planning and Program Administration is utilized to fund salaries of program staff and project administration, respectively. Therefore, neither is applicable to the target areas.

The estimated Home Investment Partnership Program (HOME) allocation is \$3,008,826. Approximately 50% of the budget will be directly allocated to Single-Family Owner-Occupied Rehabilitation projects. Approximately 20% of these projects will be located within the Belvedere and East Lake priority areas. While the balance of HOME funds (except for Administration) will be used in projects to assist low to-moderate income households, we cannot certify that the projects will be located in target areas.

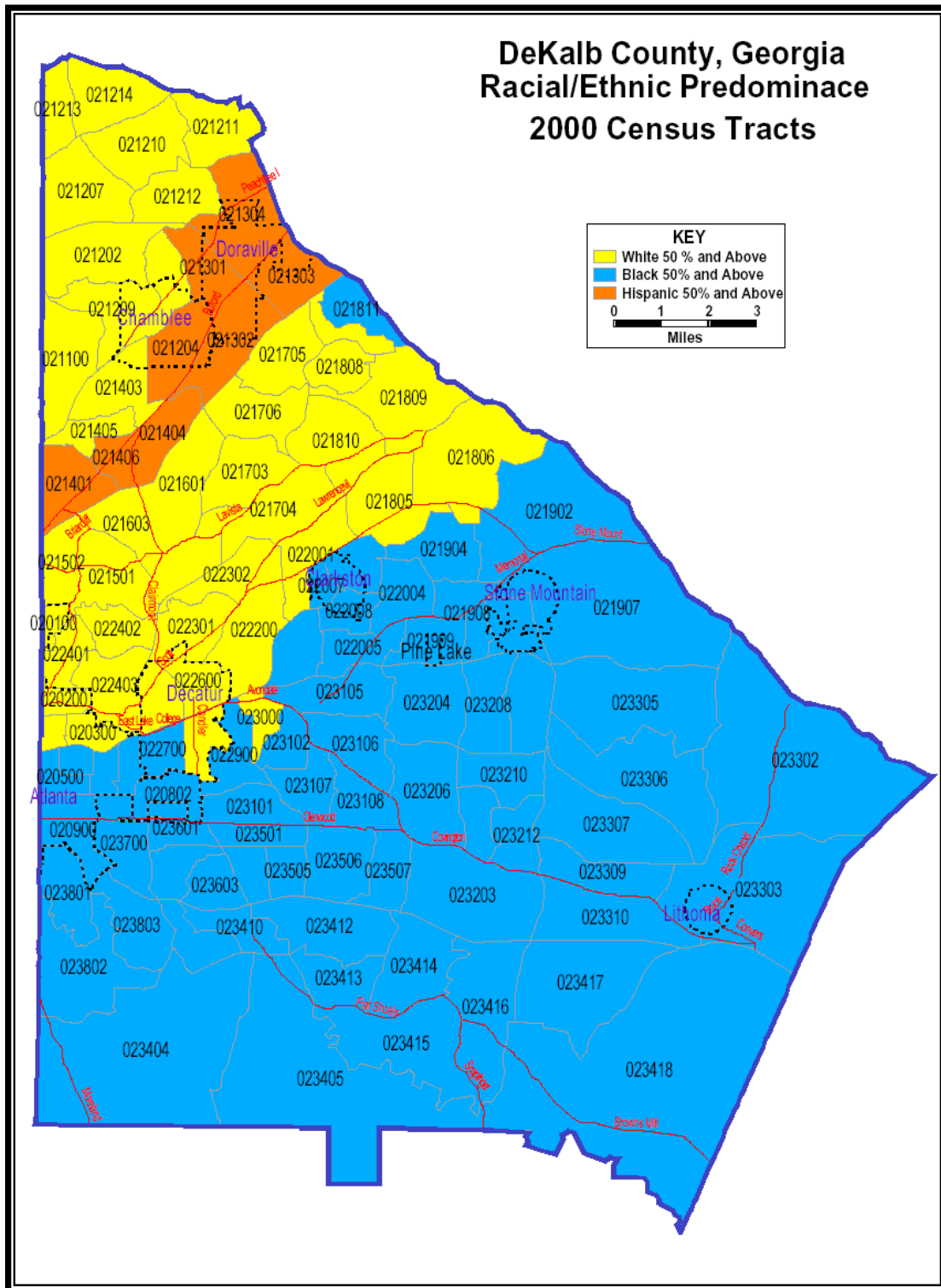
The Emergency Shelter Grant Program (ESG) allocation is \$253,010. Program subrecipients are located in various areas of the County, but not exclusively within target areas. These programs provide housing and services to individuals and families that are homeless or at risk of homelessness, according to the HUD definition.

Minority Concentration is defined as census tracts which consist of minority populations that are greater than 50%, as illustrated in Map 02 on pages 14.

**MAP 01: Census Block Groups have More Than 51% of Low and Moderate-Income Persons**



**MAP 02: Minority Concentration by 2000 Census Tracts**  
 DeKalb County 2005 -2025 Comprehensive Plan



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2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a) (1)) during the next year and the rationale for assigning the priorities.

**DeKalb County Response:**

DeKalb County will allocate and invest resources throughout the County. The priority communities are: Buford Highway, Memorial Drive (Clarkston and Stone Mountain areas), and the Candler Road Corridor, Candler/McAfee area, East Lake area, Belvedere and the Scottdale areas. The majority of low to moderate income block groups are located along these priority communities. If a proposed project is not located within one of the priority communities, the County's policy is to address all areas of needs considering the impact and availability of eligible funds and resources.

To determine the significance given to each priority needs category, the Community Development Department gathered the ranking of priority needs for each category. Priorities outlined within the plan were established through data collection processes, consultation with various County departments and nonprofit organizations. In addition, comments were collected through a series of Consolidated Plan Task Force meetings and public hearings held during the planning process.

In summary, the following is considered in assigning the priority category of each priority needs:

- Public input and recommendations
- Availability of CDBG, ESG, and HOME funding
- Viability of the project
- Additional available resources

3. Describe actions that will take place during the next year to address obstacles to meeting underserved needs.

**DeKalb County Response:**

In DeKalb County, the largest group with underserved needs is comprised of those individuals and households with incomes at or below 50% AMI. Typically, this population has limited access to affordable housing and lacks employment that supports a sustainable income stream. Barriers that prevent serving this population include the following: large segments of the population possess an inadequate knowledge of budgeting and financial literacy, histories of poor credit, limited financial resources, limited access to job training, life skills education, economic pressures from foreclosures and predatory lending, and the scarcity of standard housing that is affordable to households at or below 50% AMI.

To address these obstacles, the county plans to take the following actions in 2011:

- Continued funding for housing counseling, landlord-tenant and pre-and post-purchase counseling.
- Continued funding for legal services for the representation of those in danger of losing their homes, especially senior citizens.
- Continued efforts with the County's Workforce Development Department to provide job training and employment readiness education, including a new initiative focused on keeping kids in school.
- Continued efforts to raise public awareness about foreclosures, mortgage fraud, while encouraging those facing these occurrences to seek assistance.

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- Working with the Metro Atlanta Foreclosure Prevention Task Force and lenders to identify ways to reduce foreclosures and encourage the development of workout plans / modification and refinance plans.
  - Continued housing programs targeted to this group: Owner-Occupied Rehab, Down Payment Assistance, Homelessness Prevention and Rapid Re-Housing Program individuals.
  - Further supporting the development of rental housing affordable for at or below 50% AMI.
  - Further supporting agencies that provide supportive services aimed at the aforementioned population.
4. Identify the federal, state, and local resources expected to be made available to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be made available to address priority needs and specific objectives identified in the strategic plan.

**DeKalb County Response:**

The Housing Authority has experienced a decrease in its Section 8 and Public Housing funds, contributed to current economic conditions. In order to mitigate the loss of funding and the overall affect on the number of households served, the Housing Authority received approval from HUD to reduce their payment standard by 15% instead of reducing the number of vouchers awarded. We are concerned about these developments and anticipate meeting with the Housing Authority to discuss this course of action as well as expected outcomes.

Low-Income Housing Tax Credits were awarded to Antioch Villas and Gardens, and Brookleigh Senior Residences in 2009. Completion of these projects is expected by late 2011, adding 127 affordable units.

In 2010, the County provided Resolutions of Support for 4 applications for Low-Income Housing Tax Credits. Additionally, the City of Pine Lake submitted a tax credit application for the construction of senior housing. We anticipate that the State of Georgia will announce its award decisions in early November 2010.

During 2011, NSP funds will be used to provide housing for households at or below 120% AMI. Approximately, 26% of NSP funds (\$4.9 million) will be utilized to rehabilitate rental housing units that will be affordable to households at or below 50% AMI.

Homelessness Prevention and Rapid Re-Housing Program funds (\$2.3 million) will be used to assist in housing individuals who are homeless or for the prevention of homelessness among those who are at-risk of becoming homeless.

McKinney Vento funds through collaboration with the Metropolitan Atlanta Tri-Jurisdictional Collaborative on Homelessness will be used to provide transitional and permanent supportive housing for homeless individuals and families. McKinney Vento funds will be used by the Boards of Education to provide supportive services to students within the school system.

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ARRA funds will be used by Workforce Development for job training programs, United Way for homelessness prevention, and Partnership for Community Action for foreclosure prevention.

## **Managing the Process**

1. Identify the lead agency, entity, and agencies responsible for administering programs covered by the consolidated plan.

### **DeKalb County Response:**

The DeKalb County Community Development Department, serves as the lead agency responsible for the management of agencies that will administer the programs covered under the 2008-2012 Consolidated Plan, including five (5) successive year Annual Action Plans. The Community Development Department is responsible for all required documentation, administrative and compliance requirements of the CDBG, HOME, and ESG programs through the U.S. Department of Housing & Urban Development (HUD) with the full support of the County's CEO, Commissioners, and other County departments. Responsibilities also include overseeing the Neighborhood Stabilization Program (NSP), the Community Development Block Grant – Recovery Act Program (CDBG-R), and the Homelessness Prevention and Rapid Re-Housing Program (HPRP). Throughout the planning process, Community Development collaborated with the DeKalb County, City of Decatur, and City of Lithonia Housing Authorities, consulted with government, nonprofit and private stakeholders in the community. Furthermore, DeKalb County also consulted with business, religious and other community leaders in order to administer many of the affordable housing and housing rehabilitation programs.

2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.

### **DeKalb County Response:**

The process for developing the 2011 Annual Action Plan is open to the public and provided opportunities for citizens and stakeholders to have input throughout its entire development. The process of developing the Annual Action Plan begins with the Technical Assistance Workshop which is held early in the program funding calendar year. This workshop allows agencies to ask questions prior to submitting applications for funding consideration, as well as comments on the prior program year performance. Two (2) public hearings required by HUD, provide an open forum for public disclosure, discourse and discussion of the Plan. The first hearing is held before the proposed Action Plan is published for comments. The public hearing process begins with a public notification. A legal notice is published in the official newspaper of record and legal organ (The Champion News) at least 15 days in advance of the hearing. All information on file is public record and copies of the Plan are placed at regional libraries, along with County Senior Centers, County website and all local housing authorities for review prior to the hearing. We also seek advice and counsel from other County departments and our Community Development Advisory Council (CDAC), which is made up of our local residents. During each step in the process, the proper care has been taken, to ensure that low-income and moderate-income residents, agencies involved in the provision of services to these populations, and others who are directly impacted by the programs and projects

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supported by the Consolidated Plan programs, have had enough opportunities to participate, while ensuring that the public, various groups, and community organizations are an integral part of the Annual Action Plan process.

3. Describe actions that will take place during the next year to enhance coordination between public and private housing, health, and public service agencies.

**DeKalb County Response:**

DeKalb County will continue its collaboration with housing organizations, social service agencies, mainstream providers, and other public and private entities to ensure that low to-moderate-income residents obtain affordable decent housing, suitable living environments, and expanded economic opportunities. To accomplish this mission, Community Development will convene regular collaborative meetings, where organizations can discuss relevant issues and recommend policy changes. For instance, as a participant in the Georgia Homeownership Alliance, the County collaborates with for profit and nonprofit organizations to ensure that homeownership, home preservation, and mortgage information is readily accessible to residents.

In the area of Homelessness, the County collaborates with for profit and non-profit agencies within the DeKalb Continuum of Care program to mitigate homelessness in the County. As a participant in the Metro Atlanta Tri-Jurisdictional Collaborative on Homelessness and the Regional Commission on Homelessness, the County participates in national and regional efforts to mitigate homelessness.

The Community Development staff frequently provides support to programs hosted by local churches and civic associations for home buyer education seminars, for down payment assistance programs, and for predatory lending and foreclosure issues. Community Development works closely with the DeKalb County Human Development Department and other organizations to address senior citizen services and senior citizens service delivery issues.

Finally, the Community Development Department is an active participant in the Human Services Coordinating Committee. This Committee plays an active role in the selection process for nonprofit agencies providing programs and services to DeKalb Citizens that have a prevention or early intervention focus and meet an urgent community need.

## **Citizen Participation**

1. Provide a summary of the citizen participation process.

**DeKalb County Response:**

DeKalb County carefully follows the process that is outlined in the County's Amended Plan for Citizen Participation and Consultation. Within the DeKalb County Consolidated Plan Submission for Community Planning and Development Programs, CDBG, ESG and HOPWA process, the Citizen Participation Plan is designed to assure citizen involvement.

DeKalb County complies with the U.S. Department of Housing and Urban Development (HUD) citizen participation requirements listed in the federal

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regulations 24CFR91.105. The following summarizes our citizen's participation plan process for the development of the proposed 2011 Annual Action Plan.

On April 22, 2010 a public hearing was held to solicit public input for the 2011 Annual Action Plan Program Year. During this meeting citizens were asked to complete a form ranking their priority needs for the 2011 Annual Action Plan. Citizens were also asked to provide comments on the program performance and list suggestions for future performance. The Community Development Advisory Council (CDAC) met four times during the planning process. The CDAC meetings provided a forum for discussion, input, and recommendations of community development activities.

The 2011 Annual Action Plan process requires a 30 day public comment period. The public comment period was from August 5, 2010 through September 3, 2010. During such time period the draft Consolidated Plan document is made available for review on the DeKalb County website, all local public housing authorities, DeKalb County Senior Centers, regional libraries, Workforce Development Department, and the Community Development Office.

On August 12, 2010, a public hearing was held to solicit citizen comments on the proposed 2011 Annual Action Plan. During this meeting, citizens were presented the proposed 2011 Annual Action Plan Budget and recommendations for the 2011 Community Development Block Grant (CDBG) Program, the Home Investment Partnership Program (HOME), and the Emergency Shelter Grants Program (ESGP).

2. Provide a summary of citizen comments or views on the plan.

**DeKalb County Response:**

During the April 22, 2010 Public Hearing, Community Development staff received comments from the public regarding community needs and priorities. A summary of the verbal comments is included below.

**Housing Needs of the Community**

***Mortgage Foreclosure Prevention & Housing Issues***

- Review of loan modifications, interest rate reduction, and referrals to HUD approved agencies to help prevent foreclosures (affordability & sustainability)
- Make the community more aware of mortgage fraud and the availability of program assistance to homeowners (investors buying up property-wanting to sell at large profit)
- DeKalb Housing Authority should limit the number of rentals for a particular area
- Too many housing choice vouchers and Section 8 homes concentrated in areas having a negative impact on neighborhoods and communities. Stop the inundation of Section 8 on communities
- Landlords and investors need to be held responsible for their properties

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- More homeless Emergency Shelters are needed and more guidance to families who need to utilize those shelters
  - Address issues with homeless squatters in vacant and foreclosed properties

### ***Stronger Code Enforcement***

- Stronger code enforcement of lawn and yard maintenance by county code enforcement division
- Many more code enforcement officers are needed
- Need for a one stop community resource center with helpful information
- Stronger code enforcement laws are needed to improve the quality of life for DeKalb County residents
- Demolition is needed on old boarded up properties that have been abandoned by owners or owned by the County
- Refurbish retail businesses in the area and create additional zoning ordinances on businesses and commercial properties, to keep properties up to code standards and properly maintained
- The County needs to notify non-complying residents and investors of Code Violations
- Need for the overall community to be cleaned up
- Concerns with deterioration of properties
- Concerns about a tattered Fraternity House located on Tilson Street
- County needs to mow and maintain County's common areas
- Utilize better vendors to do capital improvement work
- Better sanitation services should be offered
- Too many vacant property homeless individuals are taking over empty homes
- Allow neighborhood associations the ability to purchase vacant school properties, i.e. Tilson Elementary
- Landlords should be licensed, better able to track for code enforcement issues
- Need addresses and/or numbers on mailboxes and houses to assist residence with reporting code violations and suspicious activity to police

### ***Parks & Recreation***

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- No rest rooms for community parks, i.e. Lou Walker Park. Great need for port-a-potties and more restroom facilities in parks. The lack of restrooms creates a health hazards and health concerns surrounding community parks
  - Many parks are located in flood zones. Drainage is poor and drainage issues need to be addressed. There are also concerns about maintenance on drainage pipes
  - Improvements on existing local parks (baseball fields, fences, etc)
  - There is a need for more Youth Recreational Centers. We are losing our teens to the drug dealers on the streets
  - The Master Plan for Fort Creek Park needs funding to be completed
  - Additional funds for Parks and Recreation to be used on the new 52 acre park

***Other***

- Overall Street and drainage improvements
- More speed bumps and traffic calming devices are needed for communities
- Traffic Calming devices needed on Hooper Street
- The process for getting traffic calming devices through the County needs to be revisited. Issues with County losing signatures, too many vacant homes and rental properties to collect the appropriate number of signatures that is required. The process should be easier
- Sidewalks needed (McAfee Area) from 2<sup>nd</sup> Avenue to Candler Road
- Community Health is a major concern. More Health initiatives are needed.
- More nice, clean and healthy grocery stores. More healthy restaurants, better and healthier eating establishments are needed. Need less fast food establishments, especially in the Glenwood-Candler-Memorial Drive area
- More senior citizen and handicap services needed
- Need for more Senior Citizen housing; "livable cities and livable communities" for seniors
- Need to limit Transitional housing; better advertising and public notification should be required before they move into a community
- Need for more financial assistance to help low-income renters
- Facilities needed for youth after they have gone through the court system
- Better plans for vacant schools or removal of those vacant schools. Vacant schools need to be addressed

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- More community schools / charter schools needed
  - More technical and outreach programs needed for the community. More technical assistance is also needed to assist neighborhoods
  - Need for more mixed use communities
  - Concerns for better childcare services and facilities. In-home daycare training and license. There are too many illegal in-home daycares
  - Improved neighborhood watch and community safety programs
  - Need for a recreation center on Memorial Drive (this will address social issues in community, curtail drugs and prostitution in the area
  - Need for centers for immigrants and youth in the Stone Mountain area
  - Communities want to purchase street cameras for their area
  - More arts and educational facilities are needed
  - Additional parking at Porter Sanford III Community Arts Center
  - Repair streets and potholes, street infrastructure is failing and needs to be addressed
  - More incentives to attract businesses to DeKalb County and stimulate the economy. Create more jobs
  - Better response time to 911 calls - police need to be more responsive to 911 calls
  - Increased overall collaboration on economic and community development issues
  - Establishing a cost or charging additional money for outsiders whom participate in park activities, i.e. concessions
  - More healthy initiatives and health care awareness programs within the community
  - More support for healthy living
  - Reduce package stores in the community
  - More government meetings in the evening when the majority of workers can attend, i.e. Board of Commissioners meetings, etc
  - Finding GAP funding for development activities
  - Starting community garden programs around the County

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- More visible crime awareness programs, i.e. no pan handling or no loitering” signs needed
  - More street cameras in neighborhoods with high crime and high foreclosures
  - The Office of One DeKalb needs to be more than just a literature clearinghouse, One DeKalb needs more substance
  - Establish time frames to implement some of these initiatives

At the August 12, 2010 Public Hearing Community Development staff received comments from the public regarding community needs and priorities. A summary of the verbal comments are included below.

1. Brenda Pace – Agrees with the current budget; thanked DeKalb Community Development Department for their support of the citizens of DeKalb.
2. Rita Zadoff – Thanked the CD Department for their financial support; explained the “House Mate match” program (Marcus Jewish Community Center); that they also provide rental and utilities assistance as well.
3. Patrice Duncan – Thanked CD for their past support; discussed the assistance they provide and how they (D&E Financial) are able to assist families attempting to avoid foreclosure and to purchase a home.
4. Tony Chung – Thanked the CD Department for their support; they have identified neighborhoods to target in efforts to assist in the home foreclosure prevention process (The Center for Pan Asian community Services).
5. Foster Corbin – Thanked the CD Department and Director Chris Morris for their financial support of over 20 years (Metro Fair Housing Service).
6. Dolf Goldenberg – Stated that they have provided assistance to over 20,000 clients for the past 15 years (Living Room).
7. Sandra Morgan – Looking forward to being financially supported in the future and providing service to the residents of DeKalb.
8. Xenobia Bass – New Grantee to DeKalb County, looking forward to serving the residents of DeKalb (Salvation Army).
9. David Bennell – Thanked CD Department for their financial support and discussed the success of their program.
10. Luke Howe – Thanked the CD Department for their “sidewalks” (City of Doraville).
11. Zepora Roberts – Reported that all funding spent through the CD department are fully accounted for, that the CD Department does a great job of helping those in need, very transparent in all that we do.

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12. Director Chris Morris – Thanked everyone for their support; thanked the Community Development Advisory Council (CDAC) for their help and that their input is valued greatly and how the information from the CDAC meetings is passed on to the Board of Commissioners.
  13. Additionally, Director Morris encouraged everyone to read the notes regarding Senior Family Rehabilitation work with Senior Connection and the East Lake Terrace area, the rehab moving forward this year for 2011-2012, improving services to the public. She discussed what happens with set-aside funds and how it will be used for other HUD approved housing counseling agencies; praised agencies for their commitment to the community.

**DeKalb County Written Response:**

A Public Notice was submitted to the Champion Newspaper and published on April 15, 2010. It provided the public with a notification where applications could be picked up during its 30 day application period (April 15<sup>th</sup> thru May 14<sup>th</sup>). Additionally, It also announced times and dates for the two Public Hearings and that the Community Development staff will be receiving comments from the public regarding community needs and priorities. A summary of additional written comments submitted to Community Development is included below.

***Drew Valley:***

- Add pocket parks on the vacant lots that were previously purchased by FEMA due to flooding several years ago. Suggest starting with vacant lots on the following roads:
  - o Nesbitt Drive
  - o Poplar Springs
  - o Burch Circle
- Add traffic calming devices on the roads, especially located on that portion of Drew Valley Road that is used as a cut through from Buford Highway to Briarwood Road. Another popular cut through road is Nesbitt Drive; traffic Calming devices should also be added at this location.

***Briarwood Recreation Center:***

- Add streetscape fixtures, lighting and painted bicycle lanes on Briarwood Way (between Briarwood Road and Drew Valley). Add paved sidewalk on Briarwood Way that extends from sidewalk on Briarwood Road to Drew Valley.
- Regarding the walking trail within the park, significantly clean it out and construct a nice wood-chipped hiking/running trail that circles the entire perimeter of the park (could be an opportunity for public/private venture with a local running store);
- For the creek that cuts through the property - perhaps it could be cleared and become a nature study area for children. Enhance the view of the creek and its ecosystem. Significantly thin-out the pine trees and kudzu on the property – such that only the hardwoods are left standing. This could greatly enhance the park's visibility to the community.

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- Regarding the Pool: i) tear down and rebuild the restroom/showers & snack stand; ii) remove the prison-style barbed wire at the top of the fencing; iii) consider replacing fencing with a combination iron/stone look, along with added landscaping (see attached photo from Garden Hills Pool (ATL City Park) as an example); iv) drain the pool and update it to current ADA compliance - add wheel chair ramp, and suggest extending the staircase the whole width of the shallow end (would encourage more parents with younger children to swim at the pool); v) add some privacy barrier/landscaping throughout the property line with the adjoining apartment complexes;
  - Playground - relocate the playground closer to the corner of Briarwood Rd/Briarwood Way, including some shade protection for the playground equipment.

***Brookhaven:***

- Extend the painted separate bicycle lanes on Briarwood Road west from Buford Highway to North Druid Hills Road.
- Add separate painted bicycle lanes on North Druid Hills from Peachtree Road to the North Druid Hills/E. Roxboro Road intersection.
- Extend the painted bicycle lanes on Dresden Drive presently within the 1300-1400 block of Dresden, from Peachtree Road to Buford Highway.
- Add painted bicycle lanes on Apple Valley Road behind the Brookhaven MARTA station).
- Develop linear park/green space area along the North Fork of Peachtree Creek from Briarwood Road to Corporate Boulevard, with paved & lighted bike trails (This could conceivably draw funds from a number of sources, including the County's green space funds, and corporate partners). The REI's starting point would be near Briarwood Road. This type of park, would work towards the ultimate goal of expanding the linear park down to connection points with the Beltline – i.e. near the Lindbergh Shopping Center area - thus adding to the County & the metropolitan statistical area transportation infrastructure
- Create a paved path and park system that works north from the North Fork's confluence with the South Fork could be one of those bold and once-in-a-generation programs that the County commits itself to achieving (such as City of Atlanta and the Beltline).
- Recommend improvements to Briarwood Park tennis courts. Ashford Park has some very useful and important signs on the fences that surround their courts that should be incorporated. The signage includes warnings against the use of courts by merchants or any for-profit sporting participants. Several times at Briarwood, a court has been taken by a person leading a paying group of adult tennis students.
- It would be very nice if the tennis courts at Briarwood could be maintained as well as Ashford Park's. This would include improving the quality of the playing

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surface itself (there are cracks in the surface at Briarwood Park), regular blowing of leaves and debris off of the courts and maintenance of the nets. Overflowing trash bins and littering on the courts has been an ongoing issue at Briarwood Park, as well.

- The Drew Valley Civic Association has been working for the past 10 years on a proposed revitalization of Briarwood Park. Most of the improvements that we have suggested over the years have gone unfunded, despite the fact that we have been paying taxes into a County-wide Parks and Library bond fund during that time. We would like to encourage the County to pursue Community Development Block Grants for the purpose of improving this wonderful park, which also boasts the only recreation center in Area 2. Our list of improvements, which have been garnered from dozens of meetings with County parks staff and the neighborhood include:
  - Create a new Master Plan for the park.
  - Create open trails through the woods, clear some trees for trails, foster better sightlines through the entire park, add solar lighting along trails, add distance markers for walkers/runners and restore creek area and provide sitting areas.
  - Provide adequate, convenient parking for the unused corner lot, and add sidewalks to Briarwood Way, which were promised in 2000.
  - Remove beams from corner lot and move play area from there, build ball field and/or gazebo. Additionally, add fencing to corner lot, fix security fencing between apartments and the park.
  - Beautify the pool entrance by moving the dumpster, remove razor wire from top of pool fence, tear down old concessions and restrooms, and build new restroom/changing room facility.
  - Add swing gates to close the park to vehicle traffic after dark.
  - The Drew Valley Civic Association would be happy to work with the County in any effort to find funding for these and other improvements.
- 3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.

**DeKalb County Response:**

DeKalb County has made a conscious effort to broaden public participation in the development of the 2008 – 2012 Consolidated Plan and the 2011 Annual Action Plan. These efforts include sending public notices to residents and organizations in low to moderate income areas, priority housing impact areas, government officials, public and private agencies, County departments, local municipalities and public housing authorities. The 2011 Annual Action Plan has been made available for public viewing on the DeKalb County website, the main library branches, various senior center facilities, and public housing authorities throughout the County. In addition, public notices are published in the Champion Newspaper which is the County's legal organ. To better serve persons with disabilities, the department maintains a

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Telecommunications Device for the Deaf (TTD) telephone line to provide information as requested.

The Community Development Department has developed an ongoing relationship with organizations and/or persons who work with minorities, non-English speaking persons, as well as persons with mobility, visual or hearing impairments. Participation includes the Latin American Association, Refugee Family Services, Inc., the Center for Pan-Asian Community Services, Friends of Disabled Adults and Children Too, Inc. These organizations receive all public notices and information related to the Consolidated Plan and Annual Action Plan process each year.

The County believes that it is important to promote, to foster and to encourage the participation of both large and small local businesses in the development of the Consolidated Plan. Their participation helps to strengthen the overall economic fabric of DeKalb County, contribute to the County's economy, tax base and provide employment to local residents. Therefore, the County has made the success of local small businesses development a permanent goal, as illustrated by implementing a schedule of Local Small Business Enterprise Participation and Minority Business Enterprise/Women Business Enterprise Opportunity Tracking Forms.

4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

**DeKalb County Response:**

DeKalb County accepts all Citizen Comments. Any request/comment received as part of the 2011 Annual Action Plan process that is not specifically addressed by the DeKalb County Community Development Department will be forwarded to the appropriate County Department.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

**Institutional Structure**

1. Describe actions that will take place during the next year to develop institutional structure.

**DeKalb County Response:**

The County utilizes a collaborative approach with many institutional structures, both directly and indirectly to implement the Consolidated Plan and Annual Action Plan activities. This approach addresses services aimed at enhancing the coordination among services agencies, housing agencies, private and public sector agencies to address the County's most critical needs which include: Affordable Decent Housing, Public Infrastructure Needs, Community Facilities, Public Services, Human Services and Expanded Economic Opportunities for low to moderate-income persons.

These collaborative efforts have been successful in the development of coherent and effective human services delivery programs throughout the County. The efforts include, but are not limited to developing strong institutional links with the following internal and external entities in jointly undertaking vitally needed community development activities.

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- Over 20 non-profit public service provider agencies
  - A consortium of non-profit community housing development agencies, non-profit and for profit affordable housing developers
  - Chief Executive Officer staff
  - Board of Commissioners and staff
  - County departments including Planning, Finance, Purchasing & Contracting, Facilities Management, Legal, Parks and Recreation, Public Safety, Human Development, and Public Works
  - DFACS
  - DeKalb Board of Health
  - DeKalb Community Services Board
  - DeKalb Community Development Advisory Council
  - Decatur Housing Authority
  - Keep DeKalb Beautiful
  - DeKalb Housing Authority
  - Georgia Department of Community Affairs
  - Municipalities in DeKalb County
  - DeKalb County Development Authority

Each of the aforementioned partners has served an integral role in the implementation of Consolidated Plan programs and Annual Action Plan strategy. This collaborative approach aids the County in determining and addressing priority needs. Helps to assess the strengths and gaps, while determining what measures are required to overcome these gaps within our institutional structure. Moreover, helping to make recommendations for the appropriate HUD funding, thus ensuring that the appropriate implementation strategy is in place. Our partners helps to determine specific problem, monitor the appropriate regulatory compliances, and finally certifying consistency with the any housing-related activities receiving HUD funds. These efforts have resulted in the provision of many housing and non-housing improvements for the development of viable urban communities in DeKalb County.

## **Monitoring**

The DeKalb County Community Development (CD) Department has developed guidelines to identify the roles, responsibilities and procedures for monitoring agencies during 2011 that receive Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), the Homeless Assistance Grant (Tri-J), and the HOME Investment Partnerships Grant (HOME) program funds. These guidelines are established based upon CD's responsibility for ensuring that the management and use of Federal funds are in accordance with regulatory requirements. CD's four main goals of monitoring are listed below.

1. To ensure production and accountability with contract goals
2. To ensure compliance with federal requirements
3. To evaluate organizational and project performance
4. To provide technical assistance to improve programs

The CD Department's monitoring is an on-going process involving continuous communication and evaluation. The process involves frequent telephonic

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communication, written communication, analysis of reports, technical assistance and periodic meetings. The CD Department will continue to utilize this approach during 2011 to keep abreast of issues, to comply with Federal Regulations and to determine if technical assistance is needed by the Agency.

The overall goal of our monitoring is to identify strength and deficiencies while promoting immediate corrective action to improve, to reinforce or to augment the monitored entity's performance. Community Development staff will be alert to fraud, waste and mismanagement or situations with potential for such abuse. The primary emphasis of monitoring will be on prevention, detection and correction with a positive attitude on the part of staff. When necessary, the CD Department will address deficiencies through direct discussion, negotiation and/or technical assistance.

Monitoring visits will also be conducted randomly and scheduled or unscheduled at the discretion of the staff. To the greatest extent possible, monitoring visits will be conducted in the early stages of the contract's inception to assist the agency with Federal compliance issues and regulatory items. Early monitoring will be encouraged to ensure projects are implemented in a timely manner. When projects are experiencing delays, staff will readily assess (1) the reason for delays (2) the extent to which the factors causing the delay are beyond the control of the agency's staff (3) The extent to which the original schedule is unrealistic or too ambitious, and (4) what corrective action, if any, should be employed as a corrective measure.

### **On-Site Monitoring Visits**

During 2011, the CD Department will conduct on-site monitoring visits for those agencies that have been funded with CDBG and ESG funds. Visits to multi-family HOME loan recipients will be conducted by the CD staff in conjunction with staff from the Housing Authority of the County of DeKalb which acts as the County's sub recipient for that activity. Also, monitoring visits will be conducted for those agencies that receive CHDO funding, which are due for monitoring according to the biennial timeline. The procedures utilized in conducting these visits are intended to provide structure and consistency while facilitating effective use of resources. Depending on the type of agency with which a contract is executed, the specifics of the visit will vary. Those differences will be highlighted wherever possible.

The monitoring will be conducted through on-site monitoring visits by the monitoring team which consists of the Agency Liaison, the Project Monitor and the Financial Monitor. All monitors will work together to ensure that the necessary preparations for are completed, the objectives of the monitoring visit are accomplished, proper documentation is obtained, and that any necessary follow-up on the visit is completed. All team members share the responsibilities for reviewing documents and asking questions of the agency staff during the on-site visit. Additionally, the Agency Liaison, the Project Monitor and the Financial Monitor will share responsibility for conducting the entrance and exit conferences.

The following information will specifically address the monitoring of each of the programs for which the DeKalb County Community Development Department is responsible.

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## CDBG Monitoring

Each contract for CDBG funds includes a Statement of Services that outlines the expectations for services and reporting requirements for that particular entity. The project (or agency) liaison that manages a given project/agency will monitor the receipt of the required information over the entire term of each contract. As stated in all contracts, reimbursement of funds will be made contingent upon the agency's compliance with the stated requirements of the contract. The Agency Liaison will assess compliance with the terms of the contract when the requests for reimbursement are submitted. If the agency is not in compliance, then the Agency Liaison will delay the reimbursement of funds until the issue(s) of noncompliance are resolved.

The various reporting requirements outlined in the contracts and for which documentation must be provided are listed below:

1. **Total Operational Line Item Budget:** The budget should cover the entire length of the contract and should identify the use of all funds by line item.
2. **Direct Benefit Form:** The Direct Benefit Form should document the services that are provided by the agency under the contract. The Direct Benefit Form captures income status and racial makeup of those persons served by the agency. There are two different forms that are used to capture this information depending on the nature of the service. In most contracts, agencies must submit the Direct Benefit Form on a monthly or quarterly basis.
3. **Written Narratives:** The narratives supplement the Direct Benefit Form by providing the CD Department with relevant information about the activities that are conducted by the agency receiving funds. Most contracts require these narratives to be submitted on a monthly or quarterly basis.
4. **Documentation of Expenses:** Each contract requires the agency to provide documentation of all expenses as they relate to the use of Federal funds. This documentation is submitted along with the written narratives.
5. **Balance Sheet and Income Statements:** Each contract requires quarterly submission of the agency's balance sheet and income statements, including sources of revenue, total assets, total liabilities, fund balances and total expenses.
6. **Annual Audit Report:** Each contract requires the submission of an annual audit covering the term of the contract. The audit must include sources, uses, and amount of all funds, by program and by line item, received by the agency under the contract.

The list is not all-inclusive, however, it represents the types of information an Agency Liaison will be reviewing on a regular basis during the annual contract period. In addition to the above items, each agency with which a contract is executed may have additional reporting requirements. The Agency Liaison will review the exhibits of the contract to ensure that the terms are being met when the requests for reimbursement are reviewed.

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The CD Department has an established tracking system that is used to compile and document the information that is required in contracts. Specifically, the Agency Liaison will update the tracking system with information from Requests for Reimbursement, the Direct Benefit Forms, and the items that are submitted in accordance with contract requirements. The Agency Liaison will use this tracking system to monitor agency compliance with contract terms over the course of the contract period i.e. insure that the financial reports are submitted in a timely manner and make sure written narratives have been submitted. If a particular agency is not included in the tracking system, the Agency Liaison will still compile and maintain records of the services provided as required by the contract. The tracking of information is a critical element for the year-end reporting to the community and funding sources.

Also, during the biennial on-site monitoring visit of the CDBG-funded agencies, a thorough review of the following areas will be conducted:

1. Compliance with Contractual Agreement
2. General Management
3. Program Management and Performance
4. Personnel Management
5. Property Management and Procurement
6. Accounting Policies and Procedures

### **ESG Monitoring**

The ESG Program Manager conducts ongoing desk audits for all ESG sub-grantees, using existing records and documentation as well as ongoing reimbursement requests. The Program Manager reviews all paperwork submitted by sub-grantees to gain important information about agency activities and expenditures. Furthermore, the Program Manager tracks progress reports and beneficiary data, making quarterly entries into IDIS.

ESG sub-grantees are monitored every third year via an in-person site visit, unless circumstances dictate more frequent monitoring. Site visits include reviews of all the following HUD-recommended areas:

- Eligible activities
- Program requirements
- Documentation of homelessness and HMIS authorization
- HMIS usage
- Adherence to financial regulations and OMB circulars
- Program disbursements
- Equipment and records
- Banking and remittance of interest
- Financial management standards
- Procurement
- Conflict of interest
- Audits
- Environmental compliance
- Other federal requirements.

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All ESG sub-grantees are required to use the Homeless Management Information System in our Continuum of Care, Pathways Community Network, Inc.

### **Homeless Assistance Grant Monitoring**

Desk monitoring of all Tri-J funded agencies is conducted continuously by the County's Fulton County partner. Annually, the DeKalb County Homelessness Coordinator, along with Tri-J representatives, performs on-site monitoring for Tri-J funded agencies. Agencies are selected for monitoring based the previous year's performance and a performance risk analysis. The list below shows the areas monitored.

- Homelessness Certifications
- Participation in the Homeless Management Information System
- Participant Disposition on Program Exit
- Mainstream Collaboration
- Audits
- Financial Management Standards
- Other Areas as Warranted by Performance Indicators

### **HOME Monitoring of Multi-family and Single-Family Rental Properties**

DeKalb County's agent and sub-recipient, the Housing Authority of the County of DeKalb will perform an annual on-site inspection of affordable rental housing assisted units under the HOME Investment Partnerships Program (HOME). CD staff actively participates in these on-site inspections and file reviews of projects where the Housing Authority acts as a subrecipient. However, CD staff will monitor independently projects owned by the Housing Authority and its nonprofit subsidiaries but assisted with HOME or CDBG funds. This monitoring is in addition to those efforts which are carried out internally by the Authority's compliance staff. The annual on-site monitoring includes a desk review of tenant files to ensure adherence to tenant eligibility guidelines.

In addition to the files, the following documents will be reviewed:

- Written Tenant Selection Criteria
- Copies of any Affirmative Marketing/Advertisements done in the previous year.
- The posted Fair Housing logo
- Letters of notification to tenants evicted or moved out in the last 12 months
- Listing of applications for occupancy/waiting list, if applicable
- Letters of Rejection to applicants not accepted for tenancy
- A current Rent Roll
- Copies of ALL Compliance Reports
- Copy of Current HOME Income Limits
- Copy of Current HOME Rents
- Copy of Current Utility Allowances
- Copy of the HOME addendum to the lease

Also, physical inspections of 15-20% of the units will be performed. The purpose of the physical inspection is to determine that the units meet County property maintenance standards, local rehabilitation standards, state and local code requirements and handicapped accessibility requirements.

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In summary, approximately 7 CDBG-funded agencies, 7 ESG-funded agencies, 11 HOME-funded projects (Multi-family), 7 Single-family rental properties, 1 CHDO-funded agency, and at least, 1 supportive Housing Service agencies will be monitored during 2011.

### **Ensuring Long-term Compliance with Program Compliance and Comprehensive Planning Requirements**

DeKalb County's actions to ensure that we comply with program requirement and satisfy the goals and objectives set forth in the Consolidated Plan are as follows:

In order to ensure that the three (3) goals of the Consolidated Plan are achieved, each goal has been assigned to a specific manager. Goal I (Affordable Housing) is managed by the Housing Manager, Goal II (Suitable Living Environments) is managed by the Grants and Administration Manager, and Goal III (Economic Opportunity) is managed by the Planning and Neighborhood Development Manager. Each of the goals is supported by specific objectives which ensure that the goals are satisfied. Actions aimed at achieving short-term objectives are directly implemented through contractual obligations for subrecipient activity. The review of agency compliance with goals and objectives is performed by Community Development Department staff members who act as liaisons to the sub-recipient agencies. The liaison's role is to provide ongoing technical assistance to the agencies, making certain that the goals and objectives of the Consolidated Plan are achieved. Additionally, each liaison is responsible for obtaining and reviewing monthly activity reports and reviewing reimbursement requests for accuracy and alignment with the overall Plan.

The County takes the following actions to ensure that expenditures are timely and in compliance with regulations:

- Expenditures associated with projects and sub recipient contracts are closely monitored by our Fiscal Officer.
- In addition to the monthly reimbursement audits, expenditures are tracked and a quarterly drawdown report is provided to each manager and liaison.
- Integrated Disbursement and Information System (IDIS) is utilized for the generation of data as related to our drawdown rate.
- During the yearly budget formulation process, drawdown rate data is used to assist the County in developing strategies and prioritizing Capitol Improvement and other projects.

### **Lead-based Paint**

1. Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

#### **DeKalb County Response:**

As part of our ongoing lead hazard reduction program, the County will continue to work with DeKalb County Code Enforcement and the DeKalb County Board of Health

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to identify cases of children with elevated blood lead levels. Based on the number of specific cases of children with elevated blood levels reported to the DeKalb County Board of Health In 2010, there does not appear to be a major problem with lead hazards in housing in DeKalb County. While not a major problem, units exist in DeKalb County where lead is present and steps to mitigate these lead hazards are required.

To address lead hazards in 2011, the county will take the following actions.

1. The Board of Health's Division of Environmental Health will continue to actively educate and train community groups and other members of the low to-moderate-income focused populations in order to actively address lead hazard awareness and poisoning in their neighborhoods. They will work to increase public awareness of this issue by making available brochures and speakers and providing consultations relating to prevention, testing, and property assessment.
2. The Division will continue to conduct environmental investigations when children with elevated blood levels are referred to them to determine the source of the lead poisoning. These may include XRF analysis, paint/dust/soil Sample collection, and recommendations for housing of the affected children.
3. The Division will continue to collect data based upon the age of housing and the location of lead poisoning cases in order to focus their testing and educational efforts in those areas where the needs are greatest.

HUD's 1012 Lead-based paint regulation is fully incorporated into DeKalb County's homeowner rehabilitation programs. All rehabilitation of properties funded through, CDBG and HOME Programs will continue to address the reduction of lead based hazards.

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## HOUSING

### Specific Housing Objectives

\*Please also refer to the Housing Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.

#### **DeKalb County Response:**

For 2011, the County has established the following housing priorities and objectives:

- Complete the rehab of a minimum of 100 multi-family affordable rental units
- Construct a minimum of 100 affordable multi-family new rental units
- Identify and work with one new CHDO each year to build capacity and create Affordable units
- Complete a minimum of 60 owner-occupied rehab cases
- Assist at least 45 households to become first-time homebuyers
- Conduct at least three educational seminars to raise community awareness  
And mitigate foreclosures
- Develop partnerships with various lenders regarding ongoing home

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- Preservation workshops to decrease foreclosures
  - Work with senior citizen homeowners of DeKalb and make appropriate referrals for those, who are in danger of losing their homes to foreclosures or scams
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

**DeKalb County Response:**

The County continues to use available resources to help in achieving its housing priority goals and objectives. This will include not only competitive and entitlement funds available through HUD, but also other federal resources such as Low-income Housing Tax Credits and Tax-exempt municipal bonds. Ongoing programs such as the Rehab Program and First-time Homebuyer Programs will continue. Efforts to identify other resources will continue. Resources may include private sources such as foundations, philanthropic groups, or other public partners; Fannie Mae, Freddie Mac, the Federal Home Loan Bank, the Federal Reserve, and Neighbor Works. When appropriate, the County will also work closely with local non-profit organizations and churches.

**Needs of Public Housing**

1. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.

**DeKalb County Response:**

The County works closely with all three (Decatur, DeKalb and Lithonia) public housing authorities in DeKalb County and will continue to make sure that they are fully apprised of homeownership, financial and educational assistance available to their residents. All three authorities are encouraged to provide opportunities for their residents to take a greater role in the management and operations of their public housing communities. Several public housing and Housing Choice Voucher program participants have purchased homes through the County's First-time Homebuyer Program, and efforts will continue to encourage them to take this important step.

2. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation during the next year.

**DeKalb County Response:**

Currently none of the aforementioned three public housing agencies, within DeKalb County, are designated as a troubled public housing agency by HUD.

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## Barriers to Affordable Housing

1. Describe the actions that will take place during the next year to remove barriers to affordable housing.

### **DeKalb County Response:**

The County will continue its efforts to develop a workforce housing ordinance that will either offer affordability incentives or require a percentage of new homeownership units to be made affordable to income-eligible persons. As new projects are considered under rezoning or variance requests, the affordability issue will be evaluated. In addition, overlay zoning districts designed to enhance affordability may be created where it is deemed appropriate and the concept is supported by community residents.

Through its collaborative meetings with housing officials, developers, and agencies, the County will continue to identify and develop mechanisms to eliminate existing and newly developing barriers to affordable housing.

The County will continue to use its entitlement and stimulus funding to partner with for profit and nonprofit developers to generate standard affordable housing in mixed income communities.

## HOME/ American Dream Down payment Initiative (ADDI)

1. Describe other forms of investment not described in § 92.205(b).

### **DeKalb County Response:**

The County will not use forms of investment for down payment assistance other than those described in § 92.205(b).

2. If the participating jurisdiction (PJ) will use HOME or ADDI funds for homebuyers, it must state the guidelines for resale or recapture, as required in § 92.254 of the HOME rule.

### **DeKalb County Response:**

The County does not anticipate the availability of ADDI funds in 2011 for the home buyer assistance program. However, if funding is received, the County will use the funding to provide down payment assistance through the County's First-Time Homebuyer Down Payment Assistance Program. In the County's HOME funded, First-Time Homebuyer Program recapture requirements are in force for a maximum period of 10 years from the purchase closing date. This affordability period exceeds the HOME required 5-year period of affordability for the \$5,000 - \$7,000 maximum assistance. Program policy allows the affordability period to be reduced to 5 years, if the home buyer completes an approved post-purchase counseling program within 1 year of the closing date. Recapture requirements apply to any units assisted through the County's program.

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In the event of the sale of assisted property before the end of the affordability period, the total amount of the assistance will be recaptured. In the event that there are insufficient funds following a sale (voluntary or involuntary) during the period of affordability to satisfy the HOME investment, the County's recapture amount will be limited to the net proceeds available (the sales price minus all other superior loan repayments and closing costs).

3. If the PJ will use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds, it must state its refinancing guidelines required under § 92.206(b). The guidelines shall describe the conditions under which the PJ will refinance existing debt. At a minimum these guidelines must:
  - a. Demonstrate that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing.

**DeKalb County Response**

HOME funds cannot be used to refinance multi-family loans made or insured by any federal program, including CDBG. The County's policy is that HOME funds will not be used to refinance existing debt for Single-family or Multi-family properties. Therefore, the County has not established refinancing policy guidelines for the use of HOME funds.

- b. Require a review of management practices to demonstrate that disinvestments in the property has not occurred; that the long-term needs of the project can be met; and that the feasibility of serving the targeted population over an extended affordability period can be demonstrated.

**DeKalb County Response:**

HOME funds cannot be used to refinance multi-family loans made or insured by any federal program, including CDBG. The County's policy is that HOME funds will not be used to refinance existing debt for single-family or multi-family properties. Therefore, the County has not established refinancing policy guidelines for the use of HOME funds.

- c. State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both.

**DeKalb County Response:**

The County's policy is that HOME funds will not be used to refinance existing debt for either single-family or multi-family properties. Therefore, the County has not established refinancing policy guidelines for the use of HOME funds.

- d. Specify the required period of affordability, whether it is the minimum 15 years or longer.

**DeKalb County Response:**

The County's policy is that HOME funds will not be used to refinance existing debt for either single-family or multi-family properties. Therefore, the County has not established refinancing policy guidelines for the use of HOME funds.

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- e. Specify whether the investment of HOME funds may be jurisdiction-wide or limited to a specific geographic area, such as a neighborhood identified in a neighborhood revitalization strategy under 24 CFR 91.215(e) (2) or a federally designated Empowerment Zone or Enterprise Community.

**DeKalb County Response:**

The County's policy is that HOME funds will not be used to refinance existing debt for either single-family or multi-family properties. Therefore, the County has not established refinancing policy guidelines for the use of HOME funds.

4. If the PJ is going to receive American Dream Down payment Initiative (ADDI) funds, please complete the following narratives:
  - a. Describe the planned use of the ADDI funds.

**DeKalb County Response:**

The County does not anticipate the availability of ADDI funds in 2011 for the home buyer assistance program. However, if funding is received, the County will use funding for the First-time home buyer down payment assistance program.

- b. Describe the PJ's plan for conducting targeted outreach to residents and tenants of public housing and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide down payment assistance for such residents, tenants, and families.

**DeKalb County Response:**

The County does not anticipate receiving ADDI funds in 2011 for the home buyer assistance program. However, if funding is received the County will use funding for the First-time home buyer down payment assistance program. The County's partner in the administration of the First-time Home buyer Program is the Housing Authority of the County of DeKalb, GA. The Authority's staff works closely with its Housing Choice Voucher and public housing residents to encourage and assist them to become homeowners. In addition, the Decatur and Lithonia Housing Authorities are both aware of the program and the assistance it provides. They provide this information to their residents and voucher holders as opportunities present themselves.

- c. Describe the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as the provision of housing counseling to homebuyers.

**DeKalb County Response:**

The County does not anticipate receiving ADDI funds in 2011 for the home buyer assistance program. However, if funding is received, the County will use funding for the First-time home buyer down payment assistance program. As a condition for receiving down payment assistance, home buyers must receive homeownership counseling from a HUD approved counseling agency. This counseling includes, at a minimum, a class and one individual session with a counselor. Post-purchase counseling is also made available. The affordability period is reduced to five years for home buyers who participate in post-purchase counseling.

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### **Affirmative Marketing**

The County requires all recipients of HOME assistance for five (5) or more units to submit an Affirmative Marketing Plan that identifies all methods that will be used to affirmatively market the project. This plan is to be submitted on HUD Form 935.2 and must identify population(s) likely to occupy the project and list specific measures to be taken to advise these populations of the availability of housing opportunities at the location. These Plans must be submitted with the application and be reviewed and approved as part of the application review and underwriting process. Projects are monitored for compliance on this point annually.

\*Please also refer to the DeKalb County Affirmative Marketing Policy & Procedures located in the Appendix section of the Plan.

### **HOME Match**

The County will comply with all HOME matching fund contribution requirements as outlined in 92.218 of the HOME regulations. These are anticipated to be satisfied With a mix of match carryover from prior years as well as other eligible sources. Match Requirements will be satisfied through a mix of match carryover from prior years and other eligible services.

## **HOMELESS**

### **Specific Homeless Prevention Elements**

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook.

1. Sources of Funds—identify the private and public resources that the jurisdiction expects to receive during the next year to address homeless needs and to prevent homelessness. These include the McKinney-Vento Homeless Assistance Act programs, other special federal, state, local and private funds targeted to homeless individuals and families with children, especially the chronically homeless, the HUD formula programs, and any publicly-owned land or property. Please describe, briefly, the jurisdiction's plan for the investment and use of funds directed toward homelessness.

#### **DeKalb County Response:**

DeKalb County will use funding provided through ESG, McKinney-Vento Homeless Assistance Grant, CDBG, and ARRA grants to address homeless needs and homelessness prevention in 2011. The County will reallocate funds to non-profit and public agencies for Homeless Prevention, Outreach/Intake/Assessment, Emergency Shelters, Transitional Supportive Housing, and Supportive Services.

Through the County's Emergency Shelter Grant (ESG) and Community Development Block Grant (CDBG) Programs, the County will continue to provide financial assistance to homeless service delivery providers. Such entities addresses the emergency and supportive housing needs of homeless individuals and families, and those who are at risk of becoming homeless. The County may use HOME TBRA funds to provide rental assistance for special populations. In addition, the County will utilize funds provided through the American Recovery and Reinvestment Act of 2009 to administer the Homelessness Prevention and Rapid Re-Housing Program (HPRP). In DeKalb HPRP is designed to provide financial assistance and services to either

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prevent individuals and families from becoming homeless or help those experiencing homelessness to be quickly re-housed and stabilized.

The County will also address homelessness through its collaboration with the Tri-Jurisdictional Collaborative on Homelessness. Through the Tri-J the County approves agencies for receipt of Homeless Assistance Program funds. These funds are used to provide housing and supportive services for the homeless population in DeKalb County, City of Atlanta and Fulton County. In 2011, the chronically homeless families and homeless veterans will be targeted in these programs.

The DeKalb Community Service Board (CSB), in collaboration with the DeKalb County Magistrate Diversion Court provides permanent supportive housing for homeless Diversion Court participants. The Magistrate Diversion Court supports its program through a SAMHSA grant. Community Service Board provides housing and case management through its HUD Shelter plus Care and Permanent Supportive Housing grants.

The DeKalb School System receives McKinney-Vento funds. These funds are used to employ social workers and provide supportive services to children and parents within the school system.

Through the HUD VASH voucher program the Housing Authority of DeKalb County administers up to 400 VASH vouchers. The HUD-VASH program combines HUD HCV rental assistance for homeless veterans with case management and clinical services provided by the Veterans Affairs and its medical center in the community.

Partnership for Community Action uses ARRA funds to provide mortgage assistance and prevent foreclosure. United Way uses ARRA funds to provide rental assistance to at-risk households.

2. Homelessness—in a narrative, describes how the action plan will address the specific objectives of the Strategic Plan and, ultimately, the priority needs identified. Please also identify potential obstacles to completing these action steps.

**DeKalb County Response:**

**The Strategic Objectives addressing homelessness include the following:**

- a. Serve the at-risk and homeless populations by collaborating with the Regional Commission on Homelessness, Tri-J, and other appropriate entities to identify and implement the housing and supportive services required to mitigate homelessness.
- b. Expand the supply of transitional housing and supportive services available to homeless individuals and families.
- c. Expand the supply of permanent supportive housing that is family oriented.

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Objective	Strategy	Initiative
Collaborate with agencies to mitigate homelessness	Systems/Prevention	<p>Conduct collaborative meetings that include mainstream and key providers to ensure that services are provided appropriately and comprehensively to mitigate homeless.</p> <p>Through these meetings encourage agencies to refer their program participants to mainstream providers.</p>
	Prevention	<p>Use the HPRP stimulus funding to further enhance prevention programs and collaborative efforts surrounding homeless prevention in the County.</p> <p>Use the collaborative effort and existing services to assist in preventing homelessness.</p> <p>Use housing mechanisms (foreclosure prevention, affordable housing, housing authority programs) to prevent homelessness.</p> <p>In collaboration with the Atlanta Regional Commission, develop metro-wide strategies for preventing homelessness among women and children.</p>
	Outreach/Intake/Assessment	<p>Develop projects for identified special populations in need of preventive measures. Identify an agency and implement procedures to coordinate activities</p>

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Objective	Strategy	Initiative
Expand the supply of transitional housing and supportive services available	Outreach/Intake/Assessment	among mainstream and key providers to ensure that comprehensive services are provided to the homeless. Identify an entry point (along with roles and responsibilities) for homeless services
	Emergency Shelter	Collaborate with the Tri-J and DeKalb agencies to determine how to serve the emergency shelter needs in DeKalb
	Transitional and Permanent Supportive Housing	Make at least 17 units of permanent affordable housing available. Encourage transitional housing programs and shelters to refer their clients, who are completing their programs. This move will free transitional housing and shelter beds for clients who need the supportive services offered by transitional housing programs.

3. Chronic homelessness—the jurisdiction must describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.

**DeKalb County Response:**

The 2009 Homeless survey results revealed that the chronically homeless comprised 23% of the total homeless population surveyed. The 2007 Homeless survey results revealed that the chronically homeless comprised approximately 22% of the total homeless population. To serve this population, the Tri-J Collaborative has adopted a goal of increasing permanent supportive housing by 10% (105 beds) within the next year and subsequent increases over the next five years.

4. Homelessness Prevention—the jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless. (What actions will used and barriers will be used, question not answered)

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**DeKalb County Response:**

To assist low income households at imminent risk of homelessness, DeKalb County collaborates with agencies to sponsor programs aimed at providing affordable housing, self-sufficiency training, employment, job training, emergency rental assistance, foreclosure counseling, and other supportive services. The following are examples of the collaborative programs and initiatives:

- The DeKalb County Homelessness Prevention Rapid Re-Housing Program provides financial assistance and services to either prevent individuals and families from becoming homeless or help those experiencing homelessness to be quickly re-housed and stabilized.
  - DeKalb County, in collaboration with the Tri-J, has adopted a goal of increasing permanent supportive housing by 10% over the next year in its Continuum of Care.
  - In collaboration with the subcommittee on Women and Children (Regional Council on Homelessness), the County is developing Metropolitan-wide strategies to mitigate homelessness among women and children.
  - In collaboration with the County and the Tri-J Collaborative, the Community Service Board provides apartments for homeless and low income individuals with mental health issues.
  - The DeKalb Diversion Court team provides housing for individuals with mental health issues who are arrested for non-violent crimes or misdemeanors.
  - The County in conjunction with the DeKalb Drug Court provides transitional housing for non-violent drug offenders to assist them in attaining self-sufficiency and prevent homelessness.
  - The Community Development Department, along with Human Development and other agencies, will work to improve collaboration among mainstream providers and encourage them to take measures that prevent homelessness.
  - Through the ESG program, the County will provide over \$75,000 to five non-profit organizations that will directly assist individuals and families at imminent risk of homelessness.
5. Discharge Coordination Policy—Explain planned activities to implement a cohesive, community-wide Discharge Coordination Policy and how in the coming year, the community will move toward such a policy.

**DeKalb County Response:**

Listed below is discharge policy information according to agency/organization type.

Foster Care:

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Designated case managers at the County Social Services Agency are responsible for creating an individual case management for each youth leaving the foster care system.

**Health Care:**

The County will work with health care institutions to ensure that persons leaving these institutions are not released into homelessness.

**Mental Health:**

The State of Georgia has developed policies to ensure that patients are not discharged into homelessness, including the streets, shelters, or other HUD McKinney-Vento funded programs.

**Corrections:**

County will work with officials at the County Jail to ensure that procedures are in place to prevent homelessness among released prisoners.

### **Emergency Shelter Grants (ESG)**

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

**DeKalb County is not a State and is not required to provide a response.**

#### **EMERGENCY SHELTER GRANT MATCHING REQUIREMENTS**

ESGP match requirements will be met by using CDBG and County general funds. These funds are matched on a dollar-for-dollar basis. Following is a list of CDBG and County general fund allocations that meet or exceed the projected ESG match requirement of \$253,010.

<b>Recipients of CDBG Funds used for 2010 ESG Match</b>	<b>Amount</b>
Decatur Cooperative Ministry	\$47,000
DeKalb Drug Court Transitional Housing	\$58,800
Africa's Children's Fund	\$25,000
Jerusalem House, Inc.	\$30,000
Latin American Association, Inc.	\$30,000
Our House, Inc.	\$46,948
St. Jude's Recovery Center, Inc.—Case Management at Candler Forest	\$66,183
<b>TOTAL</b>	<b>\$303,931</b>

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## COMMUNITY DEVELOPMENT

### Community Development

\*Please also refer to the Community Development Table in the Needs.xls workbook.

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), public facilities, public improvements, public services and economic development.

#### **DeKalb County Response:**

In response to the need to address the non-housing needs of low and very low-income residents of DeKalb County, the 2011 Annual Action Plan will continue to support the Consolidated Plan strategy. The strategic plan addresses public facilities, infrastructure improvements, public service needs, accessibility needs, historic preservation needs, economic development needs, planning, and other community development needs. In addition, CDBG-R funds will be available in 2011 that will assist the County in addressing hard development costs associated with infrastructure improvements and activities that stimulate job creation and long-term economic benefit.

#### **PUBLIC FACILITIES**

Senior Citizens across DeKalb County have been very vocal in expressing the need for new and improved senior facilities in DeKalb County. Seniors would like the opportunity to use facilities that provide a multitude of services that are located within their communities. The 2011 Annual Action Plan will address the need for senior services and senior facilities in DeKalb County by planning and funding the proposed South DeKalb Community facility, the North DeKalb Community facility and Central DeKalb Senior Center. Due to CDBG-R funds, we are able to move Fire Station 10 expansion and renovation project and renovation of Friends of Disabled Adults and Children, Too, Inc. ahead of schedule.

#### **INFRASTRUCTURE**

The most effective strategy for pursuing infrastructure improvements is to involve all County departments and use a comprehensive approach to address all needs in a small neighborhood. This has been demonstrated in the same communities where representatives from Roads and Drainage, Water and Sewer, Parks and Recreation, and the Community Development Department worked together to address the entire infrastructure needs in the area. Regular meetings with the residents are essential to the success of the project. This collaborative approach will continue throughout the development of all projects in 2011.

#### **PUBLIC SERVICES**

The CDBG program continues to fund public and human services related to affordable housing, homeless supportive services, and youth programs. The need and demand for services in low-income communities in DeKalb County has increased dramatically over the last year. In 2011, emphasis will continue to be placed on providing quality services and programming for senior citizens as well as the immigrant population within the County.

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## **ECONOMIC DEVELOPMENT**

The Community Development Department will collaborate with the Economic Development Department, on an as-needed basis, to improve economic opportunities through targeted activities, participation in international import/export markets, economic development growth, cultivating a viable employment market, and increasing consumer demand. In addition, Community Development will provide economic opportunities and greater accessibility by working with the leadership of various County departments and all cities in DeKalb County. Initiatives include the development and implementation of the Candler/Glenwood Roads and Memorial Drive Economic Development Strategic Action Plan.

2. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low to-moderate-income persons.

### **DeKalb County Response:**

#### **GOAL I: TO PROVIDE DECENT AFFORDABLE HOUSING FOR LOW TO MODERATE INCOME PERSONS RESIDING IN DEKALB COUNTY**

##### **Decent Affordable Housing Objectives:**

1. Increase the availability of affordable permanent rental housing units for low to moderate-income families, elderly households, and special needs populations through the rehab of a minimum of 500 units using a mix of public and private financial assistance.

##### **Short Term Objective:**

Complete the rehab of a minimum of 100 units using a mix of public and private financial assistance.

2. Increase the availability of affordable permanent rental housing units for elderly households and special needs populations through the new construction of a minimum of 200 units using a mix of public and private financial assistance in projects that conform to the County's Criteria for Affordable Multi-family Housing Initiatives.

##### **Short Term Objective:**

Increase the availability of affordable permanent rental housing units for elderly households and special needs populations through the new construction of a minimum of 40 units.

3. Develop and support affordable housing stock preservation and accessibility programs to enable homeowners to remain in their homes.

##### **Short Term Objective:**

Complete a minimum of 60 cases to assist homeowners with accessibility improvements and health and safety issues in their homes.

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4. Support the efforts of nonprofit organizations seeking to undertake housing-related projects in DeKalb County.

**Short Term Objective:**

Develop one new CHDO initiative each year leading to the development of affordable housing units.

5. Develop and support activities and initiatives designed to keep homeowners from losing their homes and work to revitalize deteriorating neighborhoods affected by high foreclosure and vacancy rates.

**Short Term Objective:**

Participate in a minimum of three events per year designed to assist those facing foreclosure, address community problems resulting from a proliferation of foreclosures, and raise awareness about foreclosure and mortgage fraud issues.

6. Increase the number of first-time homebuyers by 200 over five years with the provision of down payment and closing cost assistance and support efforts to create additional quality affordable homeownership units in the County.

**Short Term Objective:**

Increase the number of first-time homebuyers by 40 in 2011 with the provision of down payment and closing cost assistance. DeKalb County anticipates that 39 of these participants will be minorities.

7. Continuously assess the status of affordable housing issues and related services for low to moderate-income senior citizens to identify gaps and unmet needs and seek to develop initiatives to address those needs.

**Short Term Objective:**

Assist a minimum of 15 senior citizens who are at risk of losing their homes with financial counseling and referrals and legal services to enable them to keep them.

8. Serve the at-risk and homeless populations by collaborating with the Regional Commission on Homelessness, Tri-J, and other appropriate entities to identify and implement the housing and supportive services required to mitigate homelessness.

**Short Term Objective:**

Continue the access model implementation to improve agencies collaboration and services to the homeless population.

9. Expand the supply of transitional housing and supportive services available to homeless individuals and families.

The following chart displays the proposed service levels for housing and supportive services programs funded with Emergency Shelter Grants (ESG).

<i>Agency funded by Emergency Shelter Grants Program</i>	<i>Type of Program</i>	<i>Proposed Service Level (Individuals)</i>
Action Ministries, Inc.	Transitional Housing	24-28
Breakthru House, Inc.	Transitional Housing	42
Center for Pan-Asian Community Services, Inc.	Supportive Services	96
CHRIS Kids, Inc.	Transitional Housing	60
Clifton Sanctuary Ministries, Inc.	Emergency Shelter	225
Decatur-area Emergency Assistance Ministry (DEAM)	Homeless Prevention	45
Decatur Cooperative Ministry, Inc.	Homeless Prevention	60
Furniture Bank of Metro Atlanta, Inc.	Supportive Services	500
Green Forest Social Ministry	Homeless Prevention	100
Interfaith Outreach Home, Inc.	Transitional Housing	72
Living Room, Inc.	Supportive Services	515
Oakhurst Recovery Program, Inc.	Transitional Housing	28
Safe Haven Transitional, Inc.	Transitional Housing	80
Salvation Army	Homeless Prevention	100
Shearith Israel Night Shelter for Homeless Women	Emergency Shelter	23
Transition House, Inc.	Transitional Housing	135
Travelers Aid of Metro Atlanta, Inc.	Homeless Prevention	50

**Short Term Objective:**

Increase the supply of housing units in the Tri-J area.

10. Expand the supply of permanent supportive housing that is family oriented.

**Short Term Objective:**

Increase the number of permanent housing units in DeKalb by 12 units in 2011.

**GOAL II: TO PROVIDE A SUITABLE LIVING ENVIRONMENT, PUBLIC FACILITIES, INFRASTRUCTURE, AND EXPANDED COMMUNITY SERVICES, PRIMARILY BENEFITING LOW TO MODERATE INCOME PERSONS.**

**SUITABLE LIVING ENVIRONMENT OBJECTIVES:**

1. Collaborate with other County departments and non-profit agencies to renovate, or build facilities for children and families that use an inter-generational service delivery model for expanded services that principally benefit low to moderate-income persons.

**Short Term Objective:**

Provide CDBG funding to pay for bond repayment for DeKalb Performing Arts and Community Center to provide a more affordable and accessible community center to low to-moderate-income persons. CDBG funding will also be provided to make facility improvements for the Elaine Clark Center, Inc.

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2. Collaborate with other County departments and non-profit agencies to assist with the development and/or redevelopment of facilities for seniors. These facilities may include senior centers, adult day care facilities and other facilities that primarily serve low to moderate-income senior citizens.

**Short Term Objective:**

Provide CDBG funds for the repayment of the Section 108 Loan for the design and construction of the North DeKalb and South DeKalb Community Centers that will serve approximately 1500 citizens annually. We are in the process of reviewing the RFP responses for A&E design services for the North and South Community Senior Centers. A notice to proceed will be issued to the selected design consultant in late 2010. Construction is scheduled to begin in 2011. An RFP for A&E services for the Central Senior Center is currently being developed. The selected Consultant will be issued a notice to proceed in early 2011.

3. Collaborate with the Public Works Department to facilitate infrastructure improvements in low to-moderate-income neighborhoods on a case-by-case basis.

**Short Term Objective:**

Participate in Belvedere Health Initiative and Scottdale Revitalization Plan with Public Works to develop a strategy for infrastructure improvements in the Belvedere neighborhood and Scottdale community. CDBG funding will also be used to renovate and expand facilities as follows:

- South DeKalb Police Precinct
- Fire Station 3 – Clarendon Avenue
- South DeKalb Candler Road Library Project
- Old Cotton Mill Village Area of Scottdale –Feasibility Study/Engineering Analysis of water and sewer lines.

4. Collaborate with the Parks and Recreation Department to facilitate the renovation or development of recreation centers and parks that primarily serve low to moderate-income areas; including the Tobie Grant Recreation Center and Pool and Shoal Creek Park.

**Short Term Objective:**

Collaborate with the Parks and Recreation Department to facilitate the development of the Tobie Grant Recreation Center and renovation of Shoal Creek Park that primarily serve low to-moderate-income areas. In addition, we are funding the A&E design services for the new Briarwood Recreation Center serving low-to moderate individuals in the Buford Highway area.

5. Collaborate with the Public Works Department to encourage the development of sidewalks that are user friendly for the elderly and physically challenged, and to provide safety improvement efforts in areas with a high concentration of low to moderate-income citizens. The areas with a high concentration of low to moderate-income citizens are: Buford Highway in Chamblee /Doraville; Clarkston; Stone Mountain; Lithonia; Candler Road from Memorial Drive to I-285; Columbia Drive between Memorial Drive and I-20; Covington Highway between Wesley Chapel and Panola Road and the Bouldercrest Road area.

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**Short Term Objective:**

Participate in three (3) formal meetings with the Public Works Department to develop a strategy for County sidewalk developments and safety improvements. Prioritize the documented needs. Develop a fund raising strategy.

6. Continue to work with Cities within DeKalb County to provide assistance in the implementation of community development initiatives that benefit low to moderate-income neighborhoods.

**Short Term Objective:**

Complete the drainage improvement project for the City of Stone Mountain. Complete the construction of the Friendship Forest Natural Preservation Project in the city of Clarkston. Complete the construction of side walks along Shallowford Road near the Doraville MARTA Station.

7. Provide supportive services to income-eligible, senior citizens and immigrant populations in the areas of housing, transportation and literacy by participation with non-profit agencies and by collaborating with the Human Development Department as requested.

**Short Term Objective:** Provide supportive services to 249 income eligible senior citizens and immigrants per year.

8. Assist in the efforts to provide training, consumer education and awareness, pre- and post-purchase, homeowner counseling.

**Short Term Objective:**

Improve sustainability by funding agencies (Atlanta Legal Aid Society, Inc., Metro Fair Housing Services, Inc., The Community Achievement Center, Inc., and various organizations) that provide financial literacy, pre- and post-purchase, housing counseling, landlord/tenant counseling, and foreclosure/predatory lending services benefiting 2,430 persons in 2011.

9. Primarily through summer programs, provide opportunities for approximately 500 youth annually to participate in healthy educational activities that are recreationally-based, build self esteem, teach personal financial literacy, enable academic success, and enhance decision making skills.

**Short Term Objective:**

Provide an enriching summer experience for 500 low-income children to participate in summer recreational programs in 2011.

10. Encourage and assist in the development of quality, affordable, childcare facilities and/or programs throughout DeKalb County.

**Short Term Objective:**

Provide CDBG funds for operational expenses for the year round operations of the Scottdale Child Development Family Resource Center, Inc., of Central DeKalb, The Sheltering Arms and Our House, Inc. for low to moderate-income, pre-school children in DeKalb County benefiting 263 children in 2011.

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11. Continue to provide operational capacity training for non-profit and faith-based organizations to increase and diversify their funding resources to ultimately obtain self-sufficiency and expand their capacity.

**Short Term Objective:**

Provide capacity training to benefit 50 non-profit and faith-based organizations in DeKalb County.

12. Assist in the demolition of dilapidated structures beyond rehabilitation to arrest the spread of blighting conditions in low to moderate-income areas as needed.

**Short Term Objective:**

Complete the demolition and clearance of a minimum of seven dilapidated houses presenting health and safety hazards in low- and moderate-income neighborhoods in 2011.

**GOAL III: TO EXPAND ECONOMIC OPPORTUNITIES, INCREASE AND RETAIN NEW AND EXISTING JOBS, AND REVITALIZE ECONOMICALLY DEPRESSED AREAS THAT PRINCIPALLY SERVE LOW TO MODERATE INCOME AREAS.**

**EXPANDED ECONOMIC OPPORTUNITIES OBJECTIVES:**

1. Collaborate with the Economic Development Department, on an as-needed basis, to improve economic opportunities, through targeted activities, participation in international import/export markets, economic development growth, cultivating a viable employment market, and increasing consumer demand.

**Short Term Objective:**

Participate in four (4) formal meetings per year. Develop a strategy for improving economic opportunities and prioritize the documented needs. Develop an action plan for priority areas.

2. Coordinate/work with the Economic Development Department to develop new and innovative business incentives to recruit and or maintain diverse small to medium size businesses in DeKalb County.

**Short Term Objective:**

Participate in two (2) formal meetings, including focus group sessions. Develop business incentives by midyear. Develop an action plan to implement by year end.

3. Coordinate/work with the Economic Development and Planning and Development Departments, as needed, to focus on implementing LCI's, reversing deteriorating economic trends in identified neighborhoods, and creating innovative economic redevelopment plans for major corridors in low-to moderate-income neighborhoods (Candler/Glenwood Roads, and Memorial Drive).

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**Short Term Objective:**

Participate in five (5) formal meetings. Document the gaps. Set funding priorities. Develop implementation strategies.

4. Collaborate with stakeholders, cities, and County departments to assist in implementing community focused economic opportunities as requested.

**Short Term Objective:**

We will work with City of Lithonia and City of Stone Mountain to provide assistance for economic development opportunities. We are currently providing assistance to the downtown revitalization efforts of the City of Stone Mountain through the Micro-Enterprise Art program.

5. Encourage low to moderate-income individuals to access job training and skills development from DeKalb County Workforce Development, Goodwill Industries, and the Georgia Labor Department.

**Short Term Objective:**

Develop a marketing strategy to communicate the available resources in this area. Communicate/share information with the targeted population at strategic locations in the County (i.e. libraries, government buildings, etc).

6. Semi-annually, conduct a collaborative meeting between Economic Development, Work Force Development, and the Community Development Departments to ensure that we are planning and collaborating seamlessly to optimize services for low to moderate-income persons in the areas of employment, job training, and assistance to small businesses.

**Short Term Objective:**

Conduct two (2) collaborative meetings to ensure that we are planning and collaborating seamlessly to accomplish this long-term objective. Invite Goodwill and DeKalb Micro-entrepreneur Initiative to join the collaborative team.

7. Collaborate with the DeKalb Enterprise Business Corporation (DEBCO) to maintain the Revolving Loan Funds to assist small businesses with adequate capital, technical assistance, and job creations for low to moderate-income individuals.

**Short Term Objective:**

Provide economic opportunities through affordability/accessibility of loans for small businesses from DEBCO to create seven (7) new jobs and/or assist seven (7) businesses.

8. Collaborate with DeKalb Business Incubators to continue nurturing and technically assisting small and or start-up businesses. Continue the focus on job creation, retention, and the development of entrepreneurial skills.

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**Short Term Objective:**

Provide funding for feasibility study to promote economic opportunities through affordable rent and accessibility to technical assistance for small businesses from the DeKalb Business Incubator.

9. Collaborate with local businesses and non-profits to develop effective and focused Micro-Enterprise Training programs to assist potential and existing small business owners with entrepreneurial and basic business skills.

**Short Term Objective:**

Provide Economic opportunities through affordability/accessibility of SBA micro loans and training for micro entrepreneurs from the DeKalb Enterprise Business Corporation and DeKalb Micro-entrepreneur Institution to train thirty (30) entrepreneurs, and assist five (5) micro businesses.

10. Collaborate with the Economic Development Department to assist the Scottdale Community in creating an Opportunity Zone for Scottdale to allow businesses to utilize Job Tax Credits, New Market Credits, Community Development Block Grant Funds, local redevelopment powers, and other program incentives if a business relocates to this designated area.

**Short Term Objective:**

Develop the requirements and criteria for the creation of an Opportunity Zone. Develop an implementation strategy. Conduct community meetings to validate the implementation strategy.

11. Consistent with the Scottdale Revitalization Plan, work with Economic Development, if needed, to assist in implementing a Scottdale economic strategy that will focus on retail development opportunities.

**Short Term Objective:**

The required actions will be provided if needed. Three inquiries will be made during this year.

## **Anti-poverty Strategy**

1. Describe the actions that will take place during the next year to reduce the number of poverty level families.

**DeKalb County Response:**

DeKalb County has demonstrated a long standing commitment to reducing poverty by partnering with other metro Atlanta jurisdictions on major issues that can only be effective if they are addressed in a regional or multi-jurisdictional manner. In 2011, DeKalb County will continue to work to eliminate the major risk factors for poverty. The factors that can be addressed by local government include: expanded economic opportunities, jobs, community facilities, public services, and housing. The educational aspects are addressed by the Board of Education. Expanded economic opportunities and jobs are addressed with special programs sponsored by the DeKalb Workforce Development Department.

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Additionally, DeKalb County government, the DeKalb Workforce Development Department, the Department of Economic Development, the Chamber of Commerce, Goodwill Industries of Atlanta, the Department of Family and Children Services, the Georgia Department of Labor, DeKalb Technical Institute, DeKalb College, the Decatur/DeKalb Housing Authority, the Division of Rehabilitation Services and a host of other local and State organizations are working jointly to develop a comprehensive training and employment system and an interagency electronic data network for DeKalb County.

The most visible manifestation of the training and employment system is the conveniently located career center, The DeKalb Workforce Center (DWC). This center combines major activities of partner agencies, basic and remedial education programs and allied education, training, housing and personal support programs.

Job seekers can receive an impressive array of services at the DeKalb Workforce Center, eliminating the need to visit many different locations throughout the County. In addition a limited number of supportive services will be available at no cost to most individuals, which includes:

- jobs referrals
- training
- academic and vocational evaluations
- occupational exploration
- job search assistance
- interest inventories
- help in overcoming personal, academic, or job-related obstacles
- health screening
- academic assistance

The DeKalb Workforce Center also provides a wide assortment of services for employers.

Employers will use the DeKalb Workforce Center as a central source of prescreened job applicants for job/task analysis, interview or training space. Businesses with proper technology can list jobs and access the applicant pool electronically.

As the designated County-Based Agency for Aging Programs, the Human Development Department plans and coordinates the delivery of senior services. Non-profit agencies are identified to deliver the services through contracts with the County. Community Centers and family resource centers are provided in low to-moderate income areas through partnerships with non-profit agencies and the private sector.

The DeKalb Initiative for Children and Families plays a major role in ensuring that the needs of children are addressed in an efficient and quality manner. The primary focus has been in low to-moderate income areas, even though the goal is to assist in meeting the needs of all children in all neighborhoods of the County.

As a provider of housing for very low income persons in the County and the administrator of the Family Self-Sufficiency program, The Housing Authority of

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DeKalb County plays an important role in the County's antipoverty strategy. The Housing Authority administers public housing, Section 8 and tax-exempt bond programs. County appointed Board Members are responsible for ensuring that operations are administered appropriately. Additionally, the Housing Authority is a major partner with the Community Development Department in implementing the housing rehabilitation and HOME multi-family programs. Through close coordination between the two organizations, housing programs and projects have been successfully developed to meet the needs of DeKalb's low to moderate-income population.

## NON-HOMELESS SPECIAL NEEDS HOUSING

### Non-Homeless Special Needs (91.220 (c) and (e))

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve for the period covered by the Action Plan.

#### **DeKalb County Response:**

The County established the following non-homeless special needs priorities and objectives:

- Complete the rehabilitation of a minimum of 20 single family owner occupied units for elderly senior citizens.
  - Provide 110,066 units of service to senior citizens in DeKalb County through the Atlanta Regional Commission Aging Program. These units of service include information referral, case management, transportation, meals on wheel, and congregated meals.
2. Describe how federal, state, and local public and private sector afford that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

#### **DeKalb County Response:**

- Atlanta Regional Commission funding for Aging Program is estimated at \$1,767,274.
- DeKalb County approved \$1,295,662 in the 2011 budget for senior services.

### Housing Opportunities for People with AIDS (HOPWA)

\*Please also refer to the Consolidated Plan HOPWA Table in the Needs.xls workbook.

1. Provide a brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.
2. Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.

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3. Evaluate the progress in meeting its specific objective of providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.
  4. Report on annual HOPWA output goals for the number of households assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
  5. Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan.
  6. Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Consolidated Plan.
  7. Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.
  8. Please describe the expected trends facing the community in meeting the needs of persons living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.
  9. Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.

**DeKalb County Response:**

All HOPWA funds for DeKalb County are received and administered by the City of Atlanta; therefore, DeKalb County is not required to provide a response.

**Specific HOPWA Objectives**

Describe how federal, state, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the Action Plan.

**DeKalb County Response:**

All HOPWA funds for DeKalb County are received and administered by the City of Atlanta; therefore, DeKalb County is not required to provide a response.

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## Other Narrative

Include any Action Plan information that was not covered by a narrative in any other section.

**DeKalb County Response:**

All Annual Action Plan information is covered in the plan narrative, project sheet and budget sections of this document.