



3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

GENERAL

Executive Summary

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

3-5 Year Strategic Plan Executive Summary:

*The Consolidated Plan required by HUD for Slidell is designed to be a coordinated process in which the community offers its unified vision for housing and community development, especially for those areas in which HUD funds will be invested. The process in Slidell has been open to the public, with public input being provided at public hearings and through written surveys sent out to local non-profit organizations and community development organizations. The Plan developed here, along with annual action plans, will serve several integrated functions for the City of Slidell. First, the Consolidated Plan serves as a planning document outlining required functions related to the receipt of CDBG and other federal funding. Secondly, the Plan provides goals and outcomes which help to measure the Plan's success. Third, the Consolidated Plan provides a tool to help the City and the public consider the overall needs of community development areas in Slidell. The City of Slidell has developed its Five Year Consolidated Plan, facilitated with its Planning Department serving as **the lead agency** in collaboration with citizens, non-profit organizations and public agencies. This Consolidated Plan identifies priority needs and proposed activities that the City will undertake to provide a suitable living environment, strengthen infrastructure, protect the environment, provide decent affordable housing, guarantee fair housing for all persons, help the homeless in a continuum of care, and generally improve targeted neighborhoods. Most proposed spending of HUD dollars will occur in the lowest income census tract in Slidell, Census Tract 409, in a neighborhood referred to as Lincoln Park, just off of Third Street or Sergeant Alfred Drive. The entire Tract 409 is bordered on its north by Fremaux Avenue, on its west by Front Street, on its south by Spanish Trails, and on the east by Interstate 10. The City's Planning Department will direct and monitor the programs and activities included in the Plan with anticipated program funds received through CDBG. The City's estimated 5 year allocation of CDBG entitlement funding that will be used with this plan is about **\$1,100,000**, along with annual Section 8 and estimated \$100,000 in ESG homeless assistance funding through other local organizations. During this 5 year Consolidated Plan time period, the City will administer the program, concentrating funding on the rebuilding of the Rufus Viner Community Center, sidewalk improvements or construction of new sidewalks,*

drainage improvements, fair housing awareness and housing repair programs, homebuyer counseling, homeless assistance and recreational improvements, along with program administration.

Strategic Plan

The Consolidated Plan must be submitted to the U. S. Department of Housing and Urban Development (HUD) every three, four, or five years. (Note: The length of period is at the grantee's discretion.) And the Consolidated Plan must be submitted no less than 45 days prior to the start of the grantee's program year start date. Slidell will submit the 5 year plan to HUD by July 1, 2010. In addition to the 5 year plan, the City will also submit an annual action plan (describing one year goals and budgeting).

Mission: *The City of Slidell's primary mission for this Plan is to provide a document and outline of its community development needs and plans, particularly within its one neighborhood revitalization area (also called its target area).*

As part of the City of Slidell's Consolidated Planning process, and in relation to the U.S. Department of Housing and Urban Development (HUD) requirements for the use of CDBG, HOME, ESG, and HOPWA funds, the City has developed its Five-Year Consolidated Plan document and an Annual Action Plan for submittal to HUD. The Strategic Plan Timetable, as set forth in this Plan, is proposed to start at the beginning of the City of Slidell's fiscal year, which is July 1. The Five-Year Plan included herein will cover the dates of July 1, 2010 to June 30, 2014. The overall Plan will cover the five-year planning period, with specific annual action plans also prepared. The Plan describes the City's priorities for housing and community development needs, objectives, and the various funding amounts to address those needs and priorities.

The strategy that came forth from Slidell's public input and planning process has been compressed into two overall goals as outlined below:

- 1) Providing opportunities for decent housing on an affordable basis*
- 2) Providing a suitable living environment in lower income target areas*

The three HUD objectives being met by the City's Consolidated Plan include a) aid in the prevention or elimination of slum or blight; b) be of primary benefit to low and moderate income persons; and c) meeting community development needs having particular urgency.

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.
2. Describe the basis for allocating investments geographically within the jurisdiction [or within the EMSA for HOPWA) (91.215(a)(1)] and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the

jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.

3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

The City of Slidell is located in St. Tammany Parish, about 20 miles east of New Orleans, and is a small City of approximately 30,000 persons (up from 25,000 in Year 2000). Because of the flooding impacts upon the City brought by Hurricane Katrina in 2005, the population counts are only estimates until the 2010 U.S. Census is complete. Hurricane Katrina left 80% of the City flooded, causing many people to move out of Slidell. Some of the residents have returned to live in Slidell. It is difficult to know at this point if the City has again reached its pre-storm population, but it believes that it has. Because the City of Slidell is located at an important crossroads of Interstates 10, 12, and 59, the City has become more than a bedroom community of New Orleans, and the City has developed a stronger industry and job base. The City now has several major shopping centers, rich cultural activities, and major employment related to retail activities, federal agencies, as well as Michoud and the NASA space program. Slidell is also the major entryway to the Honey Island Swamp, which includes over 40,000 acres of alluvial plains, bayous, marsh and swampland.

The earliest development in Slidell took place in what is now referred to as "Lincoln Park" and "Olde Towne," which are both located within Census Tract 409. This Census Tract is the current Neighborhood Revitalization Area/Community Development Target Area. This is an older section of Slidell was already developed, but has not grown like other parts of the City. The major growth in Slidell during the 1970s, 80s, and 90s was through the addition of new subdivisions on the fringes of the City. During the 2000 Census and 2005 U.S. Census estimates, Census Tract 409 contained the greatest concentration of minority families in the City of Slidell and was also shown to have a high poverty rate. (see Appendix 4 for Demographic/Economic figures).

In 1990, there were 9,087 housing units in the City of Slidell. As of the preparation of this Consolidated Plan, there are now estimated to be 11,720 units, which reveals an increase of 29 percent during a 20 year time period. Slidell has increased in its percentage of minority residents, with the 2008 Census estimates showing 24.1% minority, an 8 year increase from the 19.5% in year 2000.

Slidell's single-family housing units, by year of construction, are estimated by the U.S. Census and the City to be built as follows:

<i>Years 1939 or earlier:</i>	<i>370 units</i>
<i>Years 1940 to 1949:</i>	<i>205 units</i>
<i>Years 1960 to 1969</i>	<i>2,965 units</i>
<i>Years 1970 to 1979</i>	<i>3,794 units</i>
<i>Years 1980 to 1989</i>	<i>1,076 units</i>
<i>Years 1990 to 1999</i>	<i>631 units</i>
<i>Years 2000 to 2004</i>	<i>664 units</i>
<i>Years 2005 to 2009</i>	<i>210 units (est.)</i>

On average, Slidell's housing units (both rental-occupied and owner-occupied), have more rooms per unit than the Statewide average. According to the 1990 U. S. Census, Summary Population and Housing Characteristics, Slidell has 6.1 mean number of rooms per housing unit, compared to the Statewide mean of 5.2 rooms. Rental units were shown to have one or two rooms less than owner-occupied units. The housing mix in Slidell is primarily made up of single-family, detached units that comprise 84.7% of the total housing units in Slidell (including 1.4% that are mobile homes). This is above the Statewide housing units average (75%) that are single-family, detached dwellings. The next highest percent of housing units in Slidell are multi-family dwellings, with 2 to 4 living units (6.7%).

The overall percentages of the types of housing units in the City of Slidell are as follows :

1 unit, detached	84.7%
1 unit, attached	3.0%
2 to 4 units	6.7%
5 to 9 units	0.9%
10 or more units	4.7%

The general trend in housing unit construction during the past five years in Slidell has continued towards 1 unit detached (single-family) housing. According to information provided by the Slidell Permit Department shows that new single-family housing construction is valued at almost \$113,835 per unit in Slidell and \$161,000 as a median value (2008). Nearly all housing within the corporate limits is connected to the City-operated sewerage and water systems, though a small number of homes may still be served by individual wells and/or septic tanks. The UNO Real Estate Market Data Center reported in its market analysis of the New Orleans area that home prices in eastern St. Tammany Parish (including Slidell) rose by an average of 29.09% in 2004. Even though the Slidell and east St. Tammany Parish areas are more affordable than other parts of St. Tammany Parish, the housing market is considered very tight, edging prices and rents upward, and making affordable, available housing difficult to find. It was estimated in 2008 by the U.S. Census that about 11.7 percent of the housing units in Slidell were vacant. The City believes that since more families have returned to their homes since being repaired after Hurricane Katrina flood damage, that the vacancy rate has come down.

2. Geographic Allocation of Investments:

All of the direct CDBG funds that are spent on programs and activities included in the Consolidated Plan will take place within the CDBG Target Area, Census Tract 409, which is a predominantly minority and lower-income area. No funds are proposed during the 5 year plan period, to be spent outside of this area (referred to as the target area or neighborhood revitalization area). This area, as well as most of the City of Slidell, is poorly drained and within a federally designated floodplain, which limits available building sites and increases development costs. However, there is still a lot of interest in moving into and building within this area. The local Habitat for Humanity works continually within this target area when building new homes. This area has the lowest median household income of all Census Tracts within the City of Slidell.

3. Obstacles to Meeting Underserved Needs:

*The City has identified three primary local obstacles to funding underserved needs. Within those needs are various opinions as to what the needs are and which are considered priority. From public input provided and from a number of surveys done of lower income communities, the low to moderate income population believe that they are underserved in three overall categories. **The first is in housing**, or access to capital for housing and the high cost of housing that many lower income families cannot afford. The second is in **protection against crime**. Crime and fear of crime are greater barriers in underserved areas than in other areas. This is in part because much of the crime that takes place directly affects lower income areas and persons living there. The prevalence of this crime is a disincentive to private investment in lower income areas. And the third obstacle to meeting underserved needs is awareness of or **access to social service programs**, public information, and awareness of programs. Because lower income persons often are unaware of programs that may benefit them, they are slow to respond to programs that are available. Housing for the underserved is covered more completely in a later section herein on barriers to affordable housing.*

Managing the Process (91.200 (b))

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
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.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

3-5 Year Strategic Plan Managing the Process response:

1. *The City of Slidell Planning Department is coordinating Slidell's Consolidated Plan planning and administration and is considered the lead agency. The Planning Department also administers the federal ESG homeless funds, zoning, and subdivision review, along with Old Towne development plans. The Planning Department coordinates City comprehensive plans and works directly with the consultants, architects, and engineers that will help the City carry out the Consolidated Plan activities.*
 2. *During the Citizen's Participation part of the planning process, the City of Slidell held two public hearings specifically tailored to solicit public. These meetings were held on February 18 and 22nd, 2010. In addition, there were two public hearings related to a proposed amendment to add other projects to the Consolidated Plan list of projects, and a 30 day public review of the draft plan was made available to the public. The City also solicited the input of various private and non-profit groups by mailing a written survey to them. Agencies, groups, organizations and*
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others who participated in the Consolidated Planning process include those that responded to the written survey sent out or that attended public meetings or contacted the lead agency representatives. This includes the City Planning Department, the Slidell Housing Authority, Habitat for Humanity, Starc, private banking representatives, homeless services organizations such as the Caring Center, Community Christian Concern, city councilpersons, Neighborhood Housing Services of the Northshore, Olde Town Association, Sunshine Village, Sunshine House, and many individuals.

3. *Agencies, groups and organizations that were consulted during the process include all of those listed in question 2 above as well as the Regional Planning Agency and the local Council on Aging. This was done through the use of a written survey from the City of Slidell, phone conversations with the organizations, and public hearings.*

Citizen Participation (91.200 (b))

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
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.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

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

3-5 Year Strategic Plan Citizen Participation response:

1. Summary of the Citizen's Participation Process:

The City of Slidell already had previously adopted a Citizens Participation Plan, which it recently updated. The public has been informed about the Consolidated Planning process and involved with the plan from the beginning of the process, which formally began in February of 2010. There have been 4 public meetings and public hearing notices, along with public review invitations, that relate to the adoption of the both the 5 year and 1 year plans. In order to increase the level of public input, the City of Slidell also mailed a written community development survey (in Appendix 2) to the non-profit organizations and interested persons that it had on its mailing list. The survey responses added to the input provided by other citizens.

The City of Slidell Planning Department began the Consolidated Planning Citizen Participation process in February of 2010, with the announcement of public hearings on the Consolidated Plan. The public was allowed the opportunity to comment on the Consolidated Plan, to comment on funding for future community development programs, and to express their opinions as to what they considered to be their community's priorities and needs. A record of citizen comments was kept by the City and reviewed for input into proposed project funding. The City of Slidell recognized that a broad-based coalition of agencies, community groups,

academic institutions and individual community leaders would be necessary in order to complete a Consolidated Plan document that would be accurate and useful. The City of Slidell's Planning Department took the lead in soliciting input from various constituent groups, and analyzing available Census data, housing conditions and community concerns. All City agencies were enlisted to develop the assessment of needs and to summarize present and anticipated resources. City public hearings were held on February 18, February 22, 2010, March 17 and March 22, 2010. The City also posted public hearing notices and a copy of the summary of the Consolidated Plan and full Consolidated Plan on its city website. The public hearings attracted approximately 15 persons. A 30 day public review process for citizens who wanted to review the CP Plan or to provide input began on April 14, 2010.

2. **Summary of citizen comments or views on the Plan:** The majority of the comments that were provided towards the plan resulted from citizen comments at one of the public hearings. These comments from the public related primarily to the need for the new Rufus Viner Community Center, sidewalks for the Lincoln Park area, and housing repair assistance. Written surveys that were returned to the City tended to relate to housing needs and homeless assistance needs. There were no written letters about the CP Plan, needs or priorities sent to the City during the 45 day review process.
3. **Summary of efforts to broaden public participation:** In order to broaden public input, the City used the written survey tool that was sent to a variety of non-profit organizations, City leaders, and local groups. In this way, organizations such as those that handle the disabled, the elderly, the poor, housing groups, and the homeless, were given a direct invitation to provide input. The City also chose meeting locations that were within the neighborhood revitalization area and easily accessible to most local citizens. Non-English speaking peoples, as well as persons with disabilities, were notified that special arrangements could be made should they want to provide input. The Planning Department also posted its TDD telephone number for those who may want to use it. The City also posted its Plan and Annual Plan on the City's website.
4. **Comments not accepted and the reasons why these comments were not accepted:** All comments from the public were accepted to be considered in preparing the Plan. The majority of comments resulted in amendments to previously unspent CDBG funds in past fiscal year projects. All of the comments received are addressed in the Plan, even though very limited funding is available to address those comments.

Institutional Structure (91.215 (i))

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
 2. Assess the strengths and gaps in the delivery system.
 3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and
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procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

3-5 Year Strategic Plan Institutional Structure response:

1. Institutional Structure: *The City of Slidell Planning Department is coordinating Slidell's Consolidated Planning efforts and is considered the lead agency. Since Slidell is a small City with fewer agencies, organizations, and residents than larger entitlement cities, organizational structures are not as complex. The Slidell Planning Department has a staff of 4 persons and serves in an administrative capacity directly under the authority of the Mayor. The Department primarily interfaces directly with several other City agencies and departments, including the Permit Department, the Housing Authority, and the Department of Engineering. Because of the Planning Department's role in grant administration, City Planning, zoning and subdivision review, it also coordinates and interfaces with non-profit organizations and community groups. The Planning Department's role in working with these groups helped the City to identify the many groups that may want input into the Consolidated Plan and funding process. Though the City does not directly administer HOME or HOPWA grants at this time, the City Planning Department coordinates all CDBG activity and works closely with several groups that do receive other federal funds. The Northlake Homeless Coalition receives funding from HUD Continuum of Care Grants. East St. Tammany Habitat for Humanity administers donated funding for new home construction. The St. Tammany Community Housing Resource Board and the Affordable Housing Task Force receive donated funds and coordinate their affordable housing projects with other non-profit and private parties. HOPWA funds for the Slidell area are received and administered by the City of New Orleans and provided in a sub-recipient role to a local St. Tammany AIDS Resource Organization (New Orleans and Northshore AIDS Network). Emergency Shelter Grant (ESG) non-entitlement funds are received by the Caring Center of Slidell, which works closely with the City of Slidell.*

2. Assess the strengths and gaps in the delivery system: *The delivery of needed social services by private, for-profit, or non-profit organizations in Slidell is not as organized as local government would like it to be, but it has improved in recent years and is now considered a strength. This is partly because of the work being done by partnering groups such as the Northlake Homeless Coalition, the Florida Parishes Human Services Authority, the St. Tammany Affordable Housing Task Force, and the St. Tammany Parish CAP agency, which all provide coordinated social service program planning. The City of Slidell itself does not control organizations like this but takes part in the Parish-wide organizations. This process as it is now allows ample opportunity for community input and awareness, but the City finds a growing amount of public apathy towards the public budgeting process and providing input into social service delivery. With the ever growing amount of full time working parents, there are fewer numbers of adults willing to volunteer with public and non-profit programs, and this is considered to be a weakness.*

By far though, the greatest gap in the social delivery system is insufficient funding. Many agencies and organizations complain that they are always on a "shoe-string" budget, because they manage programs and services which are provided free or low cost. Therefore no user fees are charged, which causes these organizations to rely heavily upon government and donor funding to provide for their annual budgets.

An important strength in the local delivery system is that one primary agency, the City of Slidell Planning Department, administers the funding for all HUD entitlement programs to the City. The funding is not scattered among various city agencies.

The gaps in the delivery of social programs and services are summarized below:

- *Inadequate funding to meet the great amount of social service and housing needs*
- *Organizations and agencies that do not coordinate with other social service delivery agencies, therefore making programs less effective.*
- *An over reliance on the use of newspapers and web sites for delivery of programmatic information. These two mediums for delivering information and not well used or read within the lower income community.*

3. Assess the strengths and gaps in the delivery for public housing: *A line of authority does not vertically exist between the City Planning Department and the City Housing Authority, since they have different methods of governance. The City Council is the Board of Directors for the City and the Board of Directors or Commissioners is the governing authority for the Slidell Housing Authority. They two governing Boards do not communicate often and have separate planning and budgeting processes. Housing Authority Board members are appointed by the Mayor, as is the City Planning Director, but the Housing Authority Board members do not report back to the Mayor or the City Council. Therefore, there is often ineffective management between the two and often these Boards want to be independent. This is considered a weakness of Housing Authorities, which interact very little with City government. Since both organizations use HUD funds though, that funding should become a link between the two agencies, especially during the Consolidated Planning review process. But it does not because of the independent nature of the two groups.*

As stated previously above, a major gap in the delivery of housing services by the Housing Authority is the need for additional funding for expansion of housing services. Since they receive little funding from the City, the Housing Authority must solicit funding from HUD. The present funding amount managed by the Housing Authority is not enough to provide housing assistance to the number of people in need of the assistance they offer.

A second major gap is in the delivery of self help housing services or “Section 8 graduation or public housing graduation rates.” to non-subsidized housing. Although HUD and the City of Slidell would like to see Section 8 and public housing fill a temporary housing need for families, more often than not, these programs are viewed as permanent subsidized housing that a family and their growing children will keep forever. This housing is not viewed as temporary housing, with families who have lived in subsidized housing for a few years to move on to private housing and allow others in need to fill their spot. The public housing become permanent for most of the families in it and becomes entitlement. When families move out of public housing, they usually move into a private subsidized home that is Section 8, continuing the cycle of dependency. So the gap outlined here relates to the need to prioritize housing self-sufficiency, homebuyer counseling and education that is needed to move families on to private non-subsidized housing after a few years with the Housing Authority. This will allow more of those families on the waiting list to be served. It is actually unfair to keep the same families subsidized for their lifetime, while families with emergency housing needs are never assisted because of the lack of space or services.

The third gap is in the need for coordinated procurement of supplies and equipment between the City of Slidell and the Slidell Housing Authority so that they can they both can take advantage of lower prices and less administrative costs.

Monitoring (91.230)

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

The City of Slidell will, at a minimum, follow any required State and federal regulations in monitoring its projects outlined in the Consolidated Plan. The City will have an evaluation and monitoring process in place to assure that the Consolidated Plan and its associated activities stay focused on the stated objectives. Evaluation and monitoring of the Plan will be an important priority to this City's administration, Monitoring and evaluation will be accomplished in several ways:

1. *The City will follow all guidelines established in OMB Circulars A-102, A-87, and A-128, in addition to the administrative guidelines established by HUD. A CAPER (performance review) will be completed on an annual basis.*
2. *The City will have an independent audit completed annually, which will review the expenditures of the City and program compliance.*
3. *Program CDBG staff and the Planning Director will hold regularly scheduled meetings to review each project's progress and to discuss any problems.*
4. *Amendments to the Consolidated Plan, Annual Action Plans, or Citizen Participation Plan will only take place after notification of public hearings and after public input. This will allow the citizens of Slidell continual access to the progress taking place in the planning process.*
5. *Each proposed project activity funded with CDBG, ESG, or other grant funds includes an estimated number of beneficiaries. Actual project results will be compared to the projected number of beneficiaries.*
6. *The City will prepare an ANNUAL CAPER REPORT and an ANNUAL ACTION PLAN for each year represented in the Consolidated Plan. These documents will be available for public review. The CAPER will be a tool used by the City in analyzing each project in relationship to adopted and written priorities.*

Priority Needs Analysis and Strategies (91.215 (a))

1. **Describe the basis for assigning the priority given to each category of priority needs:** *Priorities assigned by this planning document are assigned based upon a number of important factors, with the most important consideration being the input of residents within the community being targeted or served. This includes input provided by their elected representatives and leaders. In addition to community input, the City of Slidell will consider the following documented information:*

- a. *Data collected from HUD, local agencies, and the City*
- b. *Data collected from the U. S. Census 2000 and its updates*
- c. *Data collected from the CHAS and HUD User information*

- d. Data collected from outside sources
- e. Availability of funding in relationship to project costs and budgets

2. Identify any obstacles to meeting underserved needs: *The greatest obstacle to meeting underserved needs is the lack of adequate funding available, in relation to the underserved people and organizations that serve those in need. As in most free programs, the need is greater than the resources. The increasing cost of construction, insurance prices, rents, and salaries also limit the maximization of resources for helping the underserved. Since most of these resources are free and no fees are charged for services, limited staff and a lack of volunteers to assist in delivery of services is also an obstacle. Much of the City is located within a flood zone and within high wind zones. Therefore, construction costs (including higher insurance rates), such as those for new housing, are much higher than in many other areas. Building homes at least 4 to 8 feet above ground level and providing protection against 120 mph winds is a hindrance to keeping construction costs low.*

*The City had previously in this Plan identified three primary local obstacles to funding underserved needs. These 3 are added to the lack of adequate funding mentioned above to make 4 primary obstacles. From the public input provided and from a number of surveys done of lower income communities, the low to moderate income population believe that they are underserved in three overall categories. **The first is in housing**, or access to capital for housing and the high cost of housing that many lower income families cannot afford. The second is in **protection against crime**. Crime and fear of crime are greater barriers in underserved areas than in other areas. This is in part because much of the crime that takes place directly affects lower income areas and persons living there. The prevalence of this crime is a disincentive to private investment in lower income areas. And the third obstacle to meeting underserved needs is awareness of or **access to social service programs**, public information, and awareness of programs. Because lower income persons often are unaware of programs that may benefit them, they are slow to respond to programs that are available. Housing for the underserved is covered more completely in a later section herein on barriers to affordable housing.*

Lead-based Paint (91.215 (g))

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

3-5 Year Strategic Plan Lead-based Paint response:

Several health providers and health care agencies, such as the St. Tammany Parish Health Unit and the Parish School System nurse were interviewed during Slidell's Citizen Participation Process for the Consolidated Plan. In this interview, the City had questions concerning lead-based paint poisoning and hazards that impact children

and families. Though it is impossible to know how many persons have been harmed by lead-based paint and how many houses have potential hazards, it is possible to arrive at estimates based upon the age of the existing housing stock. The Parish Health Unit routinely screens children, starting at 6 months old, for lead levels. If problems are found, the Health Unit staff utilizes an "environmental survey," in order to locate the suspected cause of high lead levels. Lead-based paint reduction and the public's awareness of its dangers is a continuing priority of the City of Slidell. Since Slidell has so much of its housing stock built after 1976, lead-based paint is not as much of a problem as in some of the older cities. Although the Parish Health Unit in Slidell indicated that they have not recorded any cases of lead poisoning many years, it is estimated that 400 to 500 housing units in Slidell may still contain various levels of lead-based paint because of the age of the structure.

2. Proposed Local Actions Relating to Lead Based Paint:

Objective 1. The City's primary role in lead based paint reduction is public awareness and education, which will be an integral part of any housing or community programs. Working together with the City Housing Authority and the Community Action Agency (weatherization program), Slidell proposes to have a significant impact on the public's awareness of lead based paint hazards, especially among the lower income populations that are more likely to live in older housing units. This public awareness outreach is proposed to impact at least 150 persons per year in Slidell.

Objective 2. The City of Slidell and its Housing Authority, when providing any type of housing repair funds or housing program inspection services, will increase its testing and removal of lead based paint in homes built before 1978. The City will use the services of certified lead based paint testing companies to do this. The City's code enforcement personnel will also become more familiar with lead based paint concerns and will be pro-active in notifying property owners of this issue when they are inspecting existing homes.

HOUSING

Housing Needs (91.205)

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

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost- burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of

persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

3-5 Year Strategic Plan Housing Needs response:

1. *Information derived from the HUD Housing Needs Table indicates that 51.38% of households with a household income less than or equal to 30% of median family income are renters. Forty-three percent of households with a household income more than 30%, but less than or equal to 50% of median family income are renters.*

Percentage-wise, the most significant housing problems are among small and large families who are renter families, with 92.5% with a household income less than or equal to 30% of median family income. By number of units, the most significant housing problems are among small related renter families, with 208 having a household income less than or equal to 30% of median family income.

The Slidell Housing Authority housing shows that over 200 families on the housing waiting list with most being extremely low income families. The majority have children, and about 4% are elderly families, with 20% being families with members having some form of disability. About 84% are headed by African-Americans and the remaining are white or Hispanic families.

Priority housing needs are enumerated on Table 2A attached to the Appendices of this Plan.

2. *Slidell's population is 84% white, 14% black, and 2% other races. After analyzing the needs for different income categories and the different races, the City found from HUD user data that:*

-In the extreme low income category: 76.5% of whites reported housing problems and 73.15% of black reported housing problems;

-In the very low income category: 57.5% of whites reported housing problems and 49.5% of blacks reported problems.

-In the low income category: 42.9% of whites reported some kind of problems, compared to 21.2% of blacks.

Although Slidell's population is predominately white, the City found that the total number of black households with housing problems is greater than the total number of white households with housing problems. (see previous paragraph percentages). This information comes from HUD User guides. This data indicates that lower income households of all races have reported housing problems regardless of race. The most significant housing problem appears to be the percentage of household income paid toward housing costs, being that either more affordable housing is needed or household incomes need to be higher. A great amount of the concentrated housing need is located within the neighborhood revitalization area chosen by the City to expend CDBG funds.

Priority Housing Needs (91.215 (b))

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (see Table 2A in Appendix 5). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.

2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Housing Needs response:

1. Affordable owner-occupied housing to very low and lower-income families in Slidell is a priority in this Consolidated Plan. Rental housing has also expanded through the use of HOME funds and tax credit funds provided by the Louisiana Housing Finance Agency and the Housing Authority Section 8 program. However, home ownership is the overall goal of the limited housing funds that Slidell has to spend and when repairing homes, owner occupied housing for very low income and the elderly will be the priority. The City assigned a high priority in particular to elderly occupied owner households that are very low income or headed by single women. Lower-income households have more significant housing problems relating to overcrowding, cost burdens, and substandard living conditions. The target area within Census Tract 409 contains primarily African-American households, which will receive the primary housing benefit through this Consolidated Plan expenditure of funds. These funds will be in the form of :

- *Minor or emergency repair funds to existing housing units*
- *Provision of funds to purchase land on which the Habitat for Humanity can build new homes for sales*
- *Housing and credit counseling services*

Based upon information provided in the Slidell Housing Needs Table 2A, rental households have a higher percentage of housing problems than owner-occupied housing units, though there are not as many rental households. But a a greater number of owner occupied homes have housing problems. Approximately 40% of rental households are listed as having housing problems that include excessive cost burdens, overcrowding, and plumbing problems. Only 22% of owner households are considered as having these same housing problems. This indicated to the City that there is a continual need for subsidized rental programs and housing rehabilitation of both rental and owner-occupied units. Since the Slidell Housing Authority concentrates its funding on rental housing, the Slidell CDBG program will put more emphasis on owner-occupied housing and development of new homeowners.

Though there is need in all areas of affordable housing, the City understands the pressing needs of elderly households who cannot help themselves because of their age of handicapped status, and the great number of minority households who want to purchase homes. These needs will be addressed through the priorities adopted by the City in this Consolidated five-year Plan. An important partner in this program will be the East St. Tammany Habitat for Humanity, which has been building new homes

in the target area for the past 15 years. The City also intends to partner with a homeownership counseling agency within the next 3 year period.

2. The City intends to address these needs by budgeting CDBG funds for a Home Repair program and for land purchase, which will be used for new construction of homes. Priority will be given to low-income elderly families and to large families. Additionally, the City will continue its support to the Slidell Housing Authority's efforts to provide affordable, subsidized, decent rental housing for lower-income families who are unable to support their own housing needs; and to the Habitat for Humanity in its effort to eliminate poverty housing and homelessness by providing local families with safe, decent, affordable homes.

The proposed CDBG housing goals for the 5 year Plan period, are outlined in Table 2A and are in addition to Emergency Shelter Grant, Section 8, and Public Housing goals and funds that are used to address homeless and rental housing issues in the City of Slidell. Private developers have also been approved for over 100 units of new tax credit subsidized rental housing through LHFA housing programs in Slidell.

3. The basis for assigning priorities for priority housing needs come from public input, City Council input from representatives in the target area (a neighborhood revitalization area), and from field data related to the specific housing needs within the target area.

4. The primary obstacle for meeting additional housing needs is the limit in the amount of funding which has to be used to address a number of needs. There are limited public funds available for housing in Slidell, although private developers have been able to build tax credit rental housing outside of the Census Tract 409 target area. The City's limited resources and the needs of other Council Districts have been obstacles to meeting underserved needs. However, the City provides support to other applications for housing assistance from other organizations. The City must certify to HUD that housing activities funded with CDBG, HOME, ESG, LHFA, and HOPWA funds are consistent with the Consolidated Plan. The general concept adopted by the City is that all sub-recipients of these same federal entitlement funds, and all other local agencies that may apply for these funds, must certify that their activities and programs are consistent with the Consolidated Plan and Annual Action Plan that are accepted and on file with the City and with HUD. Upon applying for these funds, either through the City or directly to HUD or the State, all organization and agencies must agree to the "consistency certification."

A second obstacle to meeting additional underserved housing needs was discussed in a previous section and it summarized why housing costs are higher in Slidell than in most other areas.

The increasing cost of construction, insurance prices, rents, and salaries limit the maximization of resources for helping the housing needs of the underserved. Most of the City of Slidell is located within a flood zone and within high wind zones. Therefore, construction costs (including higher insurance rates), such as those for new housing, are much higher than in many other areas. Building homes at least 4 to 8 feet above ground level and providing protection against 120 mph winds is a hindrance to keeping construction costs low.

Housing Market Analysis (91.210)

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

3-5 Year Strategic Plan Housing Market Analysis responses:

1. *Construction of single family housing continues to play a significant role in the Slidell economy and of the production of most new housing, even though housing construction slowed during 2008 and 2009. There are now over 11,700 housing units in Slidell, with a high 11% vacancy rate, partly resulting from homes that are still damaged and unoccupied after the 2005 Hurricane Katrina flooded the City. From 2005 to 2009 Slidell recorded 416 new housing permits, along with several thousand renovation permits that resulted from storm damage. But, it is evident that most new construction in the Slidell area is occurring outside of the corporate limits. Home prices of an average \$187,000 in the Slidell area are still not affordable to the low-moderate income, and sale prices have been falling 2-3 percent per year since 2007. The designated community development Census Tract 409 which has, and will continue to receive, most of the CDBG funded improvements, is an older section of Slidell that has not received much new housing, except Habitat for Humanity homes built during the last 10 years. In the 1990s, 621 houses were built inside of the City limits. Between 2000 and 2004, 664 new houses had been built. The Habitat for Humanity has built 16 new houses in Slidell, 11 of them in the CDBG Target Area. Census Tract 409, the area in which CDBG funds are being spent, contains the greatest concentration of minority families in the City and has a high poverty rate but still many homes have been renovated and elevated after they were flooded in 2005. One thing that may benefit the lower income is that Slidell home prices and rental costs have been declining for 2 years in a row.*

The general trend in housing unit construction during the past five years in Slidell has continued towards one unit detached (single-family) housing. Nearly all housing within the corporate limits is connected to the City-operated sewerage and water system, though a small number of homes may still be served by individual wells and/or septic tanks.

A market analysis of the Slidell area shows that the average price of a house in 2004 was \$161,190, with a peak of \$195,000 average price in 2006 and moving slowly

downward since that time. The New Orleans Metropolitan Real Estate Market Analysis, completed in March 2009 by the UNO Institute for Economic Development and Real Estate Research, indicates that condominium prices in St. Tammany East (Slidell area) were \$120,138, a decline from the price median in 2007. The report also showed that average per square foot rental prices for apartments in East St. Tammany in 2008 were about .88 cents per square foot, or on average \$969 a month (a decline of \$13 a month from 2007 rents). Even though the Slidell and East St. Tammany Parish areas are more affordable than other parts of St. Tammany Parish, the housing market is now in a state of flux as population growth has slowed and the regional economy is in a recession.

2. Housing assisted by local, federal or state programs and funding include the following:

- 124 units of public housing
- Almost 500 units of Section 8 and DHAP housing
- Over 100 units of LHFA financed affordable rental housing
- Over 18 units of homes weatherized in Slidell by the Parish community action agency
- Single family units elevated through the use of HMGP Hurricane Katrina funds

None of this housing is expected to be removed from the housing inventory for any reason.

3. Because the local housing market and the target area's existing housing is so heavily weighted toward owner occupied units and single family units, CDBG funds will more likely be used toward repairing those units and creating new units for owners. This is in part because rental units for public housing and Section 8 single family housing are available through programs administered by the Slidell Housing Authority. In addition, the State's Louisiana Housing Finance Agency has been awarding many HOME and tax credit allotments to rental housing developers in Slidell. Therefore, the needed funding for rental housing is available from other sources outside of local CDBG funds. Owner occupied repair programs for lower income families though are not available from other sources aside from the CDBG funds available through HUD to the City of Slidell. The housing choices made for future CDBG investment also will relate to what local housing partners are available to work with the City. Housing and homeless assistance partners such as the Caring Center, the Habitat for Humanity, and the Sunshine House, make it easier for Slidell to use its funds in partnership with these local organizations.

Specific Housing Objectives (91.215 (b))

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
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 the strategic plan.

3-5 Year Strategic Plan Specific Housing Objectives response:

ACTIVITY #1: EMERGENCY AND MINOR HOUSING REPAIR PROGRAM (H-8)

The City has identified lower-income senior citizen, single parent, and disabled residents living in substandard housing conditions as a high priority need within the community development target area/neighborhood revitalization area. The U.S. Census 2000 reports that 22% of senior citizens in Census Tract 409 live below the poverty level. These lower income residents and the disabled will be targeted for housing repair programs or new housing, since housing resources are scarce. A repair program and housing partnership with Volunteers of America will help senior citizens receive assistance for emergency repairs for an estimated 10 to 12 housing units during the Consolidated plan period. The City's partnership with Habitat for Humanity will help provide new housing for at least 2 lower income families. The City will invest CDBG funds in this objective beginning in 2011 and will target identified homes during the period 2012-2014.

Proposed Accomplishments: the City intends to :

- repair at least 10 owner occupied homes within the target area;
- Assist elderly and/or disabled low-income persons and families in maintaining decent and safe housing
- Alleviate unsafe, hazardous, and unsanitary conditions through local code enforcement actions, and
- Assist with minor or emergency repairs that threaten the health and safety of low-income elderly families

Funding source: CDBG. The City will appropriate approximately \$70,000 to \$80,000 for 2 fiscal years to achieve this goal during the project period. All applicants who will benefit from these funds must be elderly, large families, single parent, and/ or disabled and live within the Census Tract 409 target area.

ACTIVITY #2: PROVISION OF RESIDENTIAL LOTS FOR HOUSING CONSTRUCTION (H-7)

Proposed Accomplishment: Assist Habitat for Humanity with new housing construction in the target area by providing residential lots for new home construction or by providing the funding for Habitat to purchase these lots for the purpose of assisting new homeowners.

Funding source: CDBG funds of \$30,000 over a 4 year period to help purchase lots for new home construction. Also includes the use of Habitat funds for construction.

ACTIVITY #3: PROVISION OF FAIR HOUSING EDUCATION AND AWARENESS (PS-1)

Proposed Accomplishment: The City will continue its fair housing programs that it has had in past years that are targeted to increasing awareness of fair housing legislation for local residents, banks, real estate agents, and all citizens. The projected impact will be 700 persons during the 5 year period.

Funding Source: CDBG funding of up to \$1500 over various program years.

It is expected that federal CDBG resources will be available for the 3 activities mentioned above. In addition, the City will work with the St. Tammany Community Action Agency in using its federal weatherization program funds to assist up to 15 lower income households in Slidell.

Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

3-5 Year Strategic Plan Needs of Public Housing response:

The Slidell Housing Authority sought input from the City of Slidell when preparing its five-year plan and likewise, the City sought input from the Housing Authority when preparing its five-year Consolidated Plan. The Slidell Public Housing Authority's mission has broadened considerably from its mission years ago, when it only provided subsidized living quarters for lower-income families. The Authority has expanded its services, providing a base of support for those families that are residents of public housing and Section 8. This additional support includes educational opportunities, drug counseling, child day care, homeownership training, and resident input into Housing Authority actions. Based upon survey responses from the Slidell Housing Authority, they would like to have CDBG funds to purchase land for the construction of new subsidized housing units. In addition, the Authority would like to have additional Section 8 funds for housing vouchers, so that affordable housing can be provided to people in need. The Authority also wants to get its Washington Heights public housing units back open and rented since they were closed after damage from Hurricane Katrina.

Public Housing Strategy (91.210)

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.

2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. 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. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

1. *The strategy plan priorities for public housing as it relates to this Consolidated Plan are as follows:*

Priority #1: *Continue to provide subsidized, decent rental housing for lower income families unable to support their own housing needs. This will include publicly subsidized Section 8 and public housing, along with various forms of tax credit housing, HOME supported housing, and Habitat Housing. The City of Slidell will provide support, but the City has not budgeted CDBG funds for public housing. Rather, the City will help find additional land needed for the Housing Authority's new projects. Priority for new construction will be given to two-and four-bedroom units that will serve very-low, small (including elderly) and large families with excessive rent burdens of over 50% of income. The largest waiting list for the Housing Authority has been for 2 and 4 bedroom units. The Housing Authority hopes to have its renovated 74 unit family housing complex reopened in 2010.*

Priority #2: *Help to make public housing a temporary home for lower-income families, by sponsoring or encouraging programs that improve the education and/or job skills of residents, in an attempt to make these residents more self-supportive, with the hope of enabling them to move forward to other housing opportunities, especially homeownership. This will be done in part through children's daycare programs that allow adult residents to attend school or work training programs. The Public Housing Authority will also sponsor (in cooperation with the City of Slidell) fair housing workshops, homeownership, and mortgage training seminars that bolster residents' understanding of the tools needed to locate and purchase housing they can afford. The City will assist the Housing Authority or another housing non-profit with developing a homeowner/homebuyer counseling class.*

Priority #3: *Increase residents' interest in the Housing Authority by encouraging the involvement of the Resident's Council in certain aspects of decision-making. Encourage the Resident's Council, and all residents of the Housing Authority, to become involved with community projects and projects that benefit the upgrading of subsidized housing and its residents. Daycare services and property maintenance services are just two items that public housing residents could possibly become involved with.*

2. *Slidell is helping to address the needs of the Public Housing Authority in its Consolidated Planning process through a number of programs. These include the proposed homeownership counseling and credit counseling program being proposed by the City for the 2nd and 3rd year of the Plan. The City will allocate CDBG funds for*

this program and work together with a managing non-profit partner and the Housing Authority to get potential homeowners into the program.

The City of Slidell also works with the Housing Authority in presenting an annual Fair Housing awareness program targeted to youth and adults being assisted by public housing or Section 8. This program is successful and has been continued on an annual basis.

3. The Slidell Housing Authority was rated by HUD in 2009 as a “troubled performer” with an assessment rating slightly less than 60. The City of Slidell has met with the Housing Authority during the Consolidated Plan review process and has offered any financial or management assistance needed. The Housing Authority has a plan of action for re-opening closed housing units that were impacted by Hurricane Katrina and is in contact with the HUD Field Office concerning this. This should be done in 2010.

Barriers to Affordable Housing (91.210 (e) and 91.215 (f))

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

1. and 2. An investigation of the City's policies that may negatively impact the construction price, sales price, or rental cost for affordable housing was undertaken in 2010, as part of the consolidated Plan review process. Affordable housing is considered to be housing that has monthly costs less than 30% of a household's gross income and that is assumed to meet minimum standard building codes and fire codes, and that is considered safe housing. In many cases, such housing cannot be provided to low and very low income individuals and families without some form of governmental assistance. With this definition established, it is generally found that Slidell's own housing or land development policies are not burdensome and do not reduce the availability of affordable housing. These codes primarily include the high standards set by the State of Louisiana when adopting the International Building Code, the updated Fire Safety Code, Wind codes, Flood standards, and the International Electrical Code. The federal government added the Flood Hazard Standards and the Wind Resistance Codes that resulted in higher standards and more costs for housing construction. Additional federal regulations are also being considered for home sprinkler systems and the Housing warranty standards, all of which add additional costs to new construction and homes being sold. The City has no control on these policies nor do they have the authority to reduce or change

them. Although the majority of these regulations and codes are vital and necessary for safe housing construction, upgraded state and federal housing codes and standards have caused an increase in housing construction prices, placing many homes out of the affordable range of moderate,, low, and very low income individuals and families.

The City's Zoning code does not require large lot zoning (as is required in unincorporated St. Tammany Parish) and does allow multi-family housing, duplexes and other types of housing that may better serve as affordable housing for lower-income residents. A choice of housing types and lot sizes are allowed in Slidell, even though many developers do not build the various types of housing needed. In addition to this, the City of Slidell worked with Habitat for Humanity in the construction of 16 houses inside the City limits. The City of Slidell land use regulations impose regulations on the placement of mobile homes. This limitation has resulted in lower costs homes being built inside the City limits.

Banks and other lending institutions are increasing efforts to provide loans to low/moderate-income households in various areas throughout the city. Some banks have opened community Housing Assistance programs, in order to concentrate on special housing needs. Many low-income families in Slidell have credit problems that decrease their ability to borrow needed funds for homeownership. To help these families, credit counseling is being provided. One such program is being offered in St. Tammany Parish by the Neighborhood Housing Services Northshore Program for Homeownership Counseling.

The Slidell Planning Department annually sponsors Fair Housing awareness programs, often in conjunction with the Housing Authority. These programs help to educate the public about fair housing laws, as well as provide information and phone numbers that citizens need if they need to file fair housing complaints. Slidell officials indicate that they intend to continue these public education programs in the future. The City wants to assure that all housing opportunities remain open to any persons who may want to purchase or rent housing.

Five year results: Together with the Slidell Housing Authority, the City of Slidell will co-sponsor fair housing, home maintenance, and homeownership counseling workshops, educational activities, and seminars that will seek to educate the public, landlords, realtors, and investors about local, state, and federal fair housing laws, as well as available housing opportunities. The City will also help the public understand how to file fair housing complaints, how to apply for loans, and how to take care of housing problems.

A second activity that the City is taking to help overcome barriers to affordable housing is the donation of funds for the purchase of lots by the Habitat for Humanity. In this way, the City is able to help provide lower cost housing because land become available to built new homes for lower income families.

The City will also annually publish the toll-free fair housing "hot-line" phone number for HUD based complaints of housing discrimination (the number is 1-888-560-8913).

HOMELESS

Homeless Needs (91.205 (b) and 91.215 (c))

*Please also refer to the Homeless Needs Table 1A in the Appendix 5

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3-5 Year Strategic Plan Homeless Needs response:

The City of Slidell has no Census information available on the nature and/or extent of homelessness, so it must rely on State of Louisiana homeless counts done by local subcontractors to the Louisiana Office of Community Services. In addition to the State One Day Counts, local homeless assistance providers have provided their information. In determining the need for emergency shelter, transitional housing, and permanent supportive housing for the homeless, the City of Slidell works together with non-profit providers in the provision of Emergency Shelter grant funds. This amount is usually provided to non-profits in the amount of \$20,000 to \$25,000 per year. Working with this information, the City estimated the number of beds that would be needed in each housing category to meet the need in the City's Homeless Population and Subpopulations Table 1A for individuals and for families with children. There are 20 beds known to be available specifically for the homeless in Slidell. These beds are targeted toward female victims of domestic abuse and located at the Caring Center and for single homeless men at the Miramon Center (run by the Community Christian Concern). The greatest housing need for homeless individuals and homeless families is for transitional and permanent supportive housing, especially for those who are mentally ill or mentally impaired, and for substance abusers. The Sunshine Village housing development, which houses mentally impaired adults, has a significant waiting list and the Northshore Mental Health Association say that the mentally ill need additional supportive housing.

It is estimated that the number of homeless unsheltered individuals in Slidell at any one time is between 20 and 30 persons. There are also about 20 homeless persons sheltered in emergency housing per night.

Homeless persons/families with special needs are summarized below:

Parish-wide homeless counts done in 2008 through the State's Single Night Homeless population count indicate that the greatest number of homeless persons fell into the population of mentally ill, with the second greatest number being chronic substance abusers. An estimated 63% of the homeless are white and 32% black,

with 5% being other races. Other observations concerning the homeless population are below.

1. There are a growing number of homeless families and individuals who may have income limitations or job loss during the current recession which does not allow them to keep up monthly rental or mortgage payments for temporary periods.

2. Homeless families with children/including victims of domestic violence: Included in this group are families that may be displaced because of fires, natural disasters, or other health and safety hazards. Also included in this group are women and men who are victims of domestic violence. Many domestic violence victims are many times single women with children. They often need emergency and transitional housing, until they are able to make long-term living arrangements. It is estimated that an additional 6 housing units are needed within the next 5 years, in order to house such families. Currently, there are only eight units of emergency housing are available in Slidell for this group.

3. Severe mental illness: It is estimated that approximately 60 percent of those persons in need of assistance from mental health organizations are homeless or in danger of homelessness. These persons are particularly difficult to house and may be evicted often from housing (whether with family, friend, or other housing), because of their inability to properly maintain and care for themselves and property and because families and other untrained individuals with whom they take shelter are unable to properly care for them. When they attempt to live independently on their own, these persons often cannot maintain steady employment, resulting in their inability to pay rental and other types of home and living expenses on a regular basis, when they attempt to live independently. If a local shelter or permanent housing is not available, these individuals end up constantly moving from one relative or friend to another or end up living outdoors without shelter. When shelter is not available for these persons in Slidell, they are often referred to out-of-town locations. Currently, the St. Tammany Mental Health Center and Sunshine Village are the only providers located in the Slidell area that provide temporary and permanent shelter for this group. St. Tammany Mental Health Center is an emergency facility, offering a permanent location with 24-hour care. The Sunshine Village apartments in Slidell has 20 units for permanent housing. The greatest need within this group is for transitional and permanent housing for single men. Although Slidell does have one shelter for men, additional beds for this subpopulation are needed to bring the current 12 beds up to 20.

4. Alcohol and drug abuse: It is estimated that this group represents 30% of the total homeless population in Slidell. Because of their alcohol and drug abuse issues, these individuals are unable to maintain steady employment and are also unable to sustain themselves in a home environment, causing many of these persons to become members of the homeless population. Although some of these individuals end up living on the streets, many of them move from place to place, usually living with different family members or other individuals. Depending upon the severity of their problem, the less dependable are their living conditions. With counseling and supportive services, some members of this group can find transitional housing in substance abuse clinics that are often operated by hospitals or by the State. At this time, there is no shelter designated for this targeted group. It is recommended that at least 6 beds be provided for this group.

5. Homeless youth: *Emergency and transitional supportive housing are needed for homeless youth. Some of these are those with substance abuse issues, others are victims of violence or abuse, some are runaways, and others are without family or means of support. Because there are no facilities in Slidell targeted to homeless youth, these individuals are usually referred to Covenant House in New Orleans or to the Youth Services Bureau in Robert, La.*

Priority Homeless Needs

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3-5 Year Strategic Plan Priority Homeless Needs response:

Slidell currently has 23 emergency beds for the homeless in two facilities. According to the Community Development Survey sent to social service organizations and consultation with homeless assistance providers, members of the Continuum of Care and the Northlake Homeless Coalition in Slidell state that homeless needs are for 18 additional beds for homeless individuals, and beds to accommodate 10 families. There are also 20 living units for the mentally ill at Sunshine Village.

The City of Slidell is a member of the Northlake Homeless Coalition and concurs with the strategies and goals of the Coalition. The Coalition's specific future-oriented goals and action steps to be undertaken to work to end chronic homelessness in the Slidell community are:

Goal 1: Increase the supply of emergency shelter, permanent supportive housing, and other long-term supportive housing for the homeless. In the City's 5 year Consolidated Plan, additional funds are programmed for repairs, new construction, or supportive services use by homeless shelters. The City intends to invest about \$72,000 in CDBG funds to help provide 4 additional emergency or transitional housing units for the homeless.

Goal 2: Strengthen outreach, permanent housing placement, & service linkages for chronically homeless persons through participation in the Northlake Homeless Coalition and the Florida Parishes Human Services Authority. The City and its homeless assistance subcontractors will continue to participate in these organizations.

Homeless Inventory (91.210 (c))

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3-5 Year Strategic Plan Homeless Inventory response:

PREVENTION:

Categories of prevention services in Slidell's Continuum of Care include:

1. *Emergency rent/mortgage assistance to prevent loss of housing and funds to help access housing. Funds for provision of this assistance come from a variety of sources, including the HUD Emergency Shelter Grant (ESG) program, the FEMA Emergency Food and Shelter Grant Program (EFSGP), federal Ryan White funds, the Social Services Block Grant, the Mental Health Block Grant, the Community Services Block Grant to local community action agencies, and private funds made through businesses, foundations, United Way, churches, and other community and faith-based organizations, and individuals who donate toward these causes. Local organizations that provide prevention or assistance include:*

-Community Christian Concern provides Emergency assistance to single men in an 8-bed shelter in Slidell.

-The Caring Center provides counseling and emergency shelter housing for women who are victims of domestic abuse, with 12 beds.

-St. Tammany Council on Aging offers utility payment assistance and meals for elderly.

-Winnie Sibley Veterans Shelter in Hammond recently opened, with a capacity of 20 beds to shelter homeless veterans

-St. Tammany Parish Office of Community Services, Preventive Assistance Program provides assistance to OCS clients to prevent homelessness

-Office of Mental Health, Consumer Care Resources Program provides emergency assistance to persons with severe mental illness (SMI) throughout the region.

-Sunshine House and Sunshine Village (20 beds), providers for the mentally ill.

-St. Luke the Evangelist Church, Good Samaritan Program provides emergency assistance of various types.

-St. Vincent de Paul Society provides Emergency assistance to persons in St. Tammy Parish, as well as emergency food and clothing programs that help meet basic needs.

-American Red Cross provides food and clothing vouchers to families whose homes have been damaged by single-family house fires and other disasters.

-Food Stamp Program, Louisiana Office of Family Support

Income benefits programs that provide funds to help cover costs of living, including housing are:

-Louisiana Office of Family Support: TANF financial benefits

-Social Security Office: Social Security, SSI, and SSDI

-Louisiana Department of Labor: Unemployment Insurance

-Louisiana Department of Health & Hospitals: Medicare, Medicaid, & LaCHIP

There are also affordable housing programs that increase the supply of decent and affordable housing or that provide ongoing access to such housing, so that lower-income persons will not become homeless (public housing, publicly subsidized, privately-owned rental housing, other affordable private housing, Section 8 vouchers, first-time homebuyer programs, home renovation and repair programs, and programs to reduce the utility portion of housing costs);

-Public Housing: Slidell Housing Authority (124 units)

-Housing Choice Vouchers (Section 8): 500 vouchers

-Housing Renovation, Repair, and Energy Conservation Programs: St. Tammany

Parish Community Action Agency: Home weatherization and minor repair program

-City of Slidell, Habitat for Humanity, and local churches.

PREVENTION SERVICES PLANNED THROUGH CITY OF SLIDELL OR NORTHLAKE HOMELESS COALITION

1. Access resources needed to prevent homelessness of persons being released from hospitals, prisons, and other institutions, by collaborating with governmental and other institutions in the region, in order to establish effective discharge planning.

2. Strengthen emergency rent, mortgage, utility, and related services through increased private sector donations and implementation of an HMIS system to increase coordination, reduce duplication, and facilitate increased access to these services.

3. Strengthen and expand current CDC financial management training for low- and very low-income residents.

4. Increase availability of decent affordable housing for low- and very low-income persons at risk of homelessness in the region.

5. Increase the amount and awareness of homeless prevention services available in the area, while also increasing the funding available to existing shelter providers.

HOW PERSONS ACCESS/RECEIVE ASSISTANCE:

-Persons in need of emergency rent or mortgage assistance to prevent homelessness, or needing food or clothing assistance make direct application to agencies listed above or request assistance from individual churches. The assistance is received based upon availability of funds and upon the distribution criteria and regulations that govern each respective agency. This information is available to local police departments/police officers, who often find homeless people on the streets.

-Persons access income and health benefits through an application process to the agencies listed, and receive the benefits based upon their ability to meet eligibility criteria for each respective resource.

-Persons access financial management, credit cleanup, and affordable housing programs through direct application to the provider agencies listed above, and receive such assistance based upon the qualification requirements, waiting lists, and other procedures of each individual provider. Many of these agencies publicly advertise the opening of their application process (such as in the case of Section 8), and such agencies, as the CDC, work intensively to assist applicants enrolled in their financial management and first-time homebuyer programs.

OUTREACH ACTIVITIES IN PLACE:

Outreach in the area Continuum of Care system is provided through distribution of information concerning the availability of housing and services to appropriate and accessible sites throughout the region, as well as by reaching out to directly contact and provide information and basic services to those in need.

1. Outreach activities in place for homeless persons living on the streets: Homeless persons in the area receive outreach and are connected to services and housing through the methods described below.

Outreach through direct contact with persons:

a. The Slidell community currently has two SHP programs. These programs are specifically staffed to provide direct outreach services to homeless persons in the Slidell area, connecting these persons to needed services and temporary and permanent housing. These programs are operated by Volunteers of America, which is specifically charged with the responsibility for the provision of these services to homeless, disabled persons throughout the CoC area, including those who are chronically homeless; and Covenant House, which holds responsibility for provision of these services to homeless youth and young adults. Volunteers of America currently provides these services, principally through its SHP Supportive Services. Only programs for homeless persons with serious mental illness and dual diagnoses, and through its Ryan White-funded case management services to persons with HIV/AIDS. Volunteers of America outreach staff canvass the community looking for homeless persons who are without adequate shelter. In addition, these VOA staff members carry beepers, and are on call and available 24 hours per day, 7 days per week to assist homeless persons. When outreach contacts are made with homeless persons, VOA workers have access to OMH Consumer Care funds and other community resources to help meet the immediate transportation, food, clothing and shelter needs, as well as to link homeless persons living in the streets with longer-term housing and service resources. Covenant House provides outreach through its Northshore outreach program, whose staff goes out in the community to locate homeless youth and young adults, and is equipped with a van to transport homeless these individuals to Covenant House in New Orleans, if beds and resources are

available, youth in need can receive the comprehensive housing services offered by this agency. Although Covenant House is a resource for homeless youth in the Slidell area, this organization has limited beds (95) and resources, serving a wide service area. Outreach staff of VOA and Covenant House work both independently and in coordination with each other and other organizations, making every effort to connect homeless persons to the most appropriate sources of assistance for their particular needs.

Direct outreach to homeless persons living on the streets in our CoC area, including linkage to housing and services, is also provided by a number of agencies not funded through the HUD Homeless Assistance Program. These include certain faith-based transitional housing programs, such as Hope I Community Outreach in Slidell. Hope I provides outreach to homeless person, offering to transport them to needed housing and other support services. These agencies also include the Area Health Education Council (AHEC), which is funded through the Centers for Disease Control, to provide outreach services for the prevention of HIV/AIDS. Although AHEC does not directly provide housing, they do provide them with resource packets and other information to direct them to homeless housing and services in the CoC.

b. Outreach through systematic distribution of homeless resources information to sites that have direct contact with this street homeless population. Contact information on all programs that provide housing and services to homeless person in the CoC region is distributed to key outreach sites that have contact with homeless persons and those who may be at risk of homelessness. These locations include law enforcement agencies, hospital emergency rooms and information centers, substance abuse clinics, mental health clinics, public health clinics, veterans' service agencies, emergency assistance agencies, churches, truck stops, bus stations, and temporary employment agencies. Through this means, these direct contact outreach sites are equipped with information needed to put street homeless persons in touch with agencies that provide homeless housing and services. Means through which this information is provided to key contact sites includes widespread distribution of our Homeless Resources Information Card, as well as through 24-hour outreach and crisis phone numbers, provided by such agencies as the Office of Addictive Disorders, the Office of Mental Health, and the VIA Copeline.

2. Outreach activities in place for other homeless persons: In Slidell's CoC, all of the programs described above provide outreach and linkages to housing and other needed services for homeless persons and those who may be at risk for homelessness. Outreach is made through distribution of key information regarding resources available for homeless persons and those facing homelessness through direct distribution of information to key agencies and organizations (listed in "b." above). Additional outreach to homeless persons not living unsheltered or on the streets is provided through distribution of information at locations frequented by persons at risk for homelessness, such as emergency shelters, emergency assistance agencies, churches, school social workers, and homeless specialists, providers of such mainstream resources as TANF and Food Stamps, unemployment offices, agencies involved in the treatment of substance abuse and mental illness, and agencies that serve such subpopulations as youth, veterans, person with HIV/AIDS, and victims of domestic violence. Names of the specific agencies that provide these outreach activities and linkages to housing/resources are all provided in the preceding section, regarding outreach services for street homeless persons.

SUPPORTIVE SERVICES IN PLACE

The Slidell area community currently provides supportive services as described below:

-Case Management: Comprehensive case management services are provided to all homeless clients, as an essential core service by every HUD-funded providers of homeless housing and services in Slidell's Continuum of Care. Through case management, clients of these programs are assisted to set goals, access needed services, and work towards achieving increased skills, incomes, and independence. Case management is also provided through many non-HUD funded programs in our Continuum, including addictive disorders clinics, mental health clinics, parish veterans' assistance offices, Horizon House shelter for homeless and runaway youth, the Area Health Education Council (AHEC) for person with HIV/AIDS, and certain faith-based supportive housing programs. As part of its new philosophy of service delivery, the Louisiana Office of Family Support (OFS) will also be providing case management services to its TANF clients. Servicepoint, the internet software for case management that the HMIS uses, has improved case management services and allows the service provider to identify individualized needs, and also helps case managers at different agencies have uniformity in their case management assessment, documentation, and service referrals.

-Life Skills: All SHP funding programs in Slidell's Continuum of Care provides some life skills training, as a component or adjunct of their case management services. SHP-funded continuum programs that serve persons disabled by mental illness or mental illness combined with substance abuse place particular emphasis upon life skills training, as an essential means of fostering greater independence and self-sufficiency among clients. In response to an observed need, our SHP-funded domestic violence programs place increased emphasis on providing budgeting and money management training to their homeless clients. Life skills training is also offered by a number of non-SHP-funded programs within the Continuum or accessible by the Continuum in the broader community. These include parenting and other classes offered by such agencies as the TADAC Family Resource Center, PRIDE of St. Tammany, and several area hospitals.

-Alcohol and Drug Abuse Treatment: These services are offered throughout our region by the Louisiana Office of Addictive Disorders (OAD). Through six single point-of-entry outpatient clinics, clients are assessed and referred for needed services that include medical detoxification, social detoxification, outpatient intensive treatment services, outpatient adolescent clinics, and inpatient treatment services. In addition, OAD maintains strong ties to half-way houses for substance abusers and coordinates referrals to these resources and to our region's new Oxford Houses when needed to support sobriety.

-Mental Health Treatment: These services are provided throughout our region by the Louisiana Office of Mental Health (OMH). Through single point-of-entry outpatient clinics, clients are assessed and referred for needed services that include acute inpatient care, hospitalization, outpatient clinic treatment services, and day treatment programs.

-AIDS-related Treatment: These treatment services for our region are provided through the Louisiana State University Medical School at Lallie Kemp Hospital in Tangipahoa Parish, a part of the State of Louisiana Charity Hospital System. In addition, the LSU Washington-St. Tammany Regional Medical Center provides

needed services. Treatment is also available in the private sector for those with adequate personal insurance or other resources that allow them access to that system. Persons with HIV/AIDS in our region are assisted in obtaining medical services by the Area Health Education Council (AHEC) and the Volunteers of America (VOA), which administer HOPWA and Ryan White funds. HOPWA and Ryan White funds provide for assistance, such as advocacy and transportation services. For veterans, AIDS-related treatment is also available through VA hospitals located in New Orleans and Biloxi, Mississippi.

-Education: Education services are available through private non-profit adult literacy programs, adult education programs within the public school systems, in each of the parishes in the region, technical employment-related training through the Louisiana Technical College at campuses through the region, college education at Southeastern Louisiana University in Tangipahoa Parish, and business and other career training schools in the private sector. Homeless children are provided education services by public school systems in each parish.

-Employment Assistance: Employment assistance is available through "One Stop Shops" operated by the two Workforce Investment Act Boards that serve the five-parish region. At these centers, services are available to assist clients with preparation of resumes, employment referrals, job training referrals, and other needed services as appropriate. In addition, the Welfare to Work program provides Vocational services, including job readiness, job search, and technical training, are also provided throughout the five-parish region.

-Child Care: Child care in the region is available primarily through individual private providers. Through the use of TANF funds, subsidies are available to qualified recipients to help cover childcare costs.

-Transportation: There is currently a small van public transportation system serving St. Tammany Parish and operated by the Parish government. The Council on Aging provides transportation to primarily to elderly, and limited transportation service through contract to non-elderly clients. Transportation is also provided through the private sector through privately-owned taxi services and through TANF subsidies to eligible clients. Law enforcement is also a frequent provider of emergency transportation for homeless persons who need to get to shelters, housing programs, and bus stations.

Other: Other supportive services include food and clothing services for those who cannot afford these basic necessities.

SERVICES PLANNED

Services planned include additional case management staffing or counseling as proposed in the new CD Plan, and the strengthening of mentoring services to assist homeless families in rebuilding their lives, increasing their skills and incomes, and improving their overall quality of life. In the area of homeless housing, the City of Slidell will try to help secure more homeless housing facilities and services through use of the ESG program.

Homeless Strategic Plan (91.215 (c))

1. Homelessness — Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

3-5 Year Homeless Strategic Plan response:

1. *Homelessness:* The City of Slidell's strategy for developing a system to address homelessness and the priority needs of homeless persons and families is the same as the Northlake Homeless Coalition and coordinated with this group. This process is managed and led by the Northlake Homeless Coalition, which coordinates an annual region-wide homeless survey; develops strategies, goals and action plans for addressing identified homeless needs by type of group; fosters development of additional homeless housing and service resources; requests, evaluates and prioritizes proposals for inclusion in the annual HUD COC grant application; develops mainstream resources; works to assure development and utilization of a Homeless Management Information System; and fosters coordination and collaboration among all agencies involved in our region's Continuum of Care system. This has allowed

Slidell the ability to apply and use ESG funds for a women's shelter and for a men's shelter in Slidell to get their funding outside of Slidell.

2. Chronic Homelessness: The City of Slidell works closely with the Northlake Homeless coalition for plans to address the issue of chronic homelessness. The Coalition's specific future-oriented goals and action steps to be undertaken over the next 4 years in carrying out the strategy to end chronic homelessness in the community (which includes all of St. Tammany parish) are:

- Goal 1: Increase the supply of permanent supportive housing, other long-term housing and emergency shelter for chronically homeless persons.*
- Goal 2: Strengthen outreach, permanent housing placement and service linkages for chronically homeless persons.*
- Goal 3: Find additional funding to help assist with chronic homelessness and its recurrence.*

The City of Slidell is able to assist with this strategy by attending the monthly meetings of the Coalition and participating however it can. The City also provides funding for the Caring Center and proposed CDBG funding for other homeless activities in Slidell.

3. Homeless Prevention: The area's Continuum of Care planning process is carried out through regularly scheduled year-round plenary and committee meetings, as well through meetings of special purpose committees established for the accomplishment of particular tasks. The area's and City's lead entity, the Northlake Homeless Coalition, holds regularly-scheduled, public meetings and workshops on the second Wednesday of each month. The Coalition also establishes and convenes meetings of special-purpose committees in the areas of Community Relations, Executive, Disability, and Needs Assessment, HMIS implementation and evaluation. In addition, the Homeless Resources Committee of the Coalition's corporate affiliate, the Northlake CDC, represents the CDC at Northlake Homeless Coalition meetings, advises the CDC on program matters pertaining to homelessness, and provides coordination with homeless prevention work being done by the CDC's Affordable Housing and Economic and Community Development Committees.

By providing funds to prevent utility disconnects and temporary rental assistance, the City and the Community Action Agency are able to keep many families in their households and prevent homelessness.

4. Institutional structure and services: The City of Slidell is working closely with the Northlake Homeless coalition to develop and strengthen our region's Continuum of Care system. The Northlake Homeless Coalition coordinates an annual region-wide homeless survey; develops strategies, goals and action plans for addressing identified homeless needs; fosters development of additional homeless housing and service resources; requests, evaluates and prioritizes proposals for inclusion in the annual HUD CoC grant application; develops policies and procedures to assure maximum access by homeless persons to mainstream resources; works to assure development and utilization of a Homeless Management Information System; and fosters coordination and collaboration among all agencies involved in our region's Continuum of Care system. The Northshore Continuum of Care, the City of Slidell and its various agencies have steadily improved the ability to provide coordinated services to Slidell's homeless population. Some of these organizations and services are listed below:

a. Community Christian Concern: This non-profit group represents approximately 42 churches in the Slidell area of all denominations. The group has a full-time director who coordinates emergency assistance for local families and individuals, including those who are homeless or who at risk for becoming homeless. The organization's funding is provided through donations, and funds are spent to provide needy persons with emergency shelter, medications, food, clothing, and gas vouchers.

b. Salvation Army: The Salvation Army in Slidell primarily operates a store which sells used clothing and other household items to raise funds to help those in need. The organization also provides referrals for homeless persons, and provides temporary housing through their emergency shelter located in New Orleans.

c. YWCA of Greater New Orleans-St. Tammany Office: The YWCA in Slidell is part of the YWCA of Greater New Orleans. The YWCA offers counseling to victims of domestic violence and, in emergency situations, will help find temporary shelter for victims. The YWCA also helps operate an emergency shelter in New Orleans for abuse victims and their young children, for a maximum of 21 persons at any one time. It may also provide legal assistance to homeless women suffering from domestic violence. The YWCA would like to increase their services to homeless person, and hopes to do so by obtaining funds for transitional shelters.

d. The Caring Center: This non-profit organization operates a 12-bed, transitional shelter for homeless women with families who are allowed to stay for periods of generally no more than 6 months. The Caring Center is the recipient of past CDBG funds and Emergency Shelter Grant funds. With City of Slidell support, the Center is applying for additional ESG funds from the State of Louisiana (competitive program) on an annual basis, in order that the Center may continue and possibly expand the services they offer.

e. St. Tammany Parish Community Action Agency: This non-profit agency in Slidell emphasizes the prevention of homelessness and often provides assistance to families, in order to help keep families living in their existing homes. Assistance may be in the form of funds for utility payments, one month's rental, or may be motel vouchers when emergency shelter is needed by the displaced families. This CAA operates the Safe Harbor House. (See "f" below.)

f. Safe Harbor: This shelter is targeted to homeless women who are victims of domestic violence. Up to five women can be given transitional or emergency housing through Safe harbor, which is operated by the St. Tammany Community Action Agency.

g. Slidell Housing Authority: The Housing Authority leases 17 single-family homes from HUD (for \$1.00 per year per home) for use in housing homeless families. Families may stay for up to 6 months in these homes, are required to pay rent if they are able, and have the opportunity to purchase the home, if they qualify. Families must be considered lower-income and must be able to maintain the house payments as well as the home. The Housing Authority also provides a local preference to homeless or displaced families or individuals on the Section and public housing waiting lists. Homeless families are assisted with subsidized housing, placed ahead of others already on the waiting list of individuals who already have shelter or housing. The Housing Authority assists families facing homelessness with counseling, home ownership, and home maintenance classes and often, Section 8 vouchers.

h. Sunshine House, Sunshine Village: The East St. Tammany Mental Health Association owns and manages an apartment complex with 20 units that was funded by HUD 811 funds. These units house mentally ill adults. Though they are not targeted just for the homeless, the availability of these units helps to keep many of this clientele from becoming homeless.

i. Veterans assistance at Winnie Sibley Center: This newly opened center in Hammond is targeted to housing homeless armed services veterans from around the State. It also provides counseling and job training services to veterans.

5. Discharge Coordination Policy: The Northlake Homeless Coalition, lead entity for the regions' Continuum of Care planning process, has initiated work on a number of fronts with appropriate local and State governmental agencies. They are able to work this policy closely with the La. Department of Corrections (for those leaving prisons); the Department of Social Services (for those leaving foster care); the Louisiana Office of Mental Health; and the Department of Health and Hospitals since these agencies must also have a discharge policy. This coordinated effort serves to ensure that a discharge policy for persons leaving publicly-funded institutions or systems of care is being developed and implemented to prevent the persons being discharged from becoming homeless.

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.

COMMUNITY DEVELOPMENT

Community Development (91.215 (e)) including Infrastructure

*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), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. 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- and Moderate income persons

3-5 Year Strategic Plan Community Development response:

The City of Slidell has identified drainage improvements, sidewalks, recreation, and community center improvements as high priority needs within one designated community development target area. The summary of the non-housing needs and priorities are outlined below, as proposed for the next 5 year Planning period.

ACTIVITY #1: FLOOD DRAINAGE IMPROVEMENTS (507.201)

Objective PI-1: The drainage improvements proposed in the next four years are part of an overall Master Drainage Plan prepared for the whole community development target area in 1995. The total cost of the master Drainage Plan was over \$1.5 million dollars with the first three phases of the work already completed. General City funds will also be spent on the project in a ratio of at least \$1 City dollar to every \$1 CDBG dollar. Certain portions of the proposed drainage improvements are also related to the installation of sidewalks since the sidewalks cannot be completed until open ditches are culverted, allowing room for the sidewalks. Each year drainage improvements will impact an estimated 150 to 200 households in the target area.

Basis for assigning priorities: The City has been and will be following the Consolidated Plan priorities and work based upon public input and identified non-housing community development needs. The drainage needs are also tied to the Master Drainage Plan of the City of Slidell.

Proposed accomplishments: The long-term community development objective is that the drainage project will improve not only the drainage in the area, but also the quality of life for their residents and will benefit primarily low to moderate income persons. This project has a SL-1 and SL-3 outcome.

Funding source: CDBG and City funds of approximately \$450,000 to be spent over a period of 5 years within the designated target area of Census Tract 409.

ACTIVITY #2: SIDEWALK IMPROVEMENTS AND CONSTRUCTION (507.201)

Objective PI-2: The City has prioritized certain areas with the Lincoln Park target area in which they would like to install new sidewalks or repair existing. These locations are shown on the Appendix 6 map of the area. The planning concept is to provide pedestrian interconnectivity to recreational and other activity centers within the neighborhood while also increasing public safety by separating pedestrians from the vehicle traffic.

Some of the proposed drainage activities are related to the sidewalk improvements in that drainage ditches must be covered in certain areas in order to make room for sidewalks.

Basis for assigning priorities: The City has been and will be following the Consolidated Plan priorities and work based upon public input and identified non-housing community development needs. Sidewalk needs are tied to the concern for public safety and public access.

Proposed accomplishments: The long-term community development objective is that the sidewalk improvements will improve not only the public safety in the area, but also the quality of life for their residents, while primarily benefitting low to moderate income persons. This project has a SL-1 and SL-3 outcome.

Funding source: CDBG funds of approximately \$130,884 over 5 years.

ACTIVITY #3: COMMUNITY CENTER CONSTRUCTION (507.201)

Objective PF-1: The replacement of the damaged and removed Rufus Viner Center that was located on Schely Street in the target area has been a high priority need by area residents during the past few years. The Center, which had been located adjacent to Possum Hollow community park, was used for educational and public awareness events, community meetings, and various programs. Rebuilding the Center to the new flood and wind zone standards will take several years since the estimated cost is about \$600,000. The City has already allocated an estimated \$400,000 from past CDBG allocations, along with a new 2010 CDBG proposed allocation for assignment to this project. This Center will be built on public land owned by the City of Slidell and maintained by the City.

Basis for assigning priorities: The City has been and will be following the Consolidated Plan priorities and work based upon public input and identified non-housing community development needs. The community center project has been requested by the target area residents for many years.

Proposed accomplishments: The long-term community development objective is that the community center construction and operation will improve the quality of life for the targeted neighborhood and will benefit primarily low to moderate income persons. This project has a SL-1 and SL-3 outcome.

Funding source: CDBG and City funds, with \$180,000 being budgeted from FY 2010 CDBG funds.

ACTIVITY #4: RECREATIONAL IMPROVEMENTS (507.201)

Objective PF-2: Possum Hollow park is considered a neighborhood anchor and an activity center for Target Area 409 and the Lincoln Park subdivision. The park draws a lot of activity on a daily basis and is well used. It is in need of updated playground equipment of various types as well as better handicapped accessibility.

Basis for assigning priorities: The City has been and will be following the Consolidated Plan priorities and work based upon public input and identified non-housing community development needs. Park improvements will primarily benefit the low income area surrounding the park and will provide neighborhood recreational and exercise opportunity for its users.

Proposed accomplishments: The long-term community development objective is that the proposed park improvements and operation will improve the quality of life for the targeted neighborhood and will benefit primarily low to moderate income persons. This project has a SL-1 and SL-3 outcome.

Funding source: CDBG of \$88,000.

The long and short term Community Development Objectives are summarized herein, and are also shown in Tables 2C and 3C included in this plan.

The City of Slidell proposes the following community development objectives utilizing all funds available for such and coordinating other funding not in the control of the City. The ultimate goal of this objective is to develop a viable community by providing suitable living environment, decent and safe housing to low-moderate income households, and economic opportunities. Short term objectives are shown for FY 2010 below.

Objective PF-1. Completing the new Rufus Viner Community Center (507.201c&e) for community education and public awareness programming

Objective PI-1. Sidewalk Improvements to increase public safety and handicapped access to facilities (507.201c)

Objective H1. Increase fair housing education and awareness (507.201e and 507.204). Impact on at least 700 persons

Most community development improvements and housing services to be provided will be concentrated in a neighborhood revitalization area within Census Tract 409.

Longer term objectives within the selected target area include:

Objectives H-7 and H-8. Creation of new affordable housing units and repair of lower income housing units within the selected target area. The City seeks to build more single family units while also providing the funds and technical assistance to repair existing units in need, (507.204). Impact on 12 to 14 households.

Objective H-9. Housing and credit counseling services for families interested in purchasing or building homes. (507.201). Impact on 35 households.

Objective PF-2. Additional recreational improvements to the park within the target area to provide for improved handicapped access and better equipment for youth.

Antipoverty Strategy (91.215 (h))

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

The City of Slidell coordinates its antipoverty strategy with activities of the Parish School Board, as outlined in their “ Needs Assessment Report for St. Tammany” and the Northshore Task Force for Health and Community Service “Needs Assessment Report”, which both help identify activities that relate to antipoverty. This Consolidated Plan deals with the availability of limited and sometimes declining resources in a marketplace of growing needs. Not all of the needs discussed within this strategy can be met by only the City, federal dollars, and/or a combination of both. However, through the planned consolidation of resources, it is the hope of the City that limited resources can be put to better and more efficient use, in order to serve the local population.

This section of the Consolidated Plan summarizes the 5-year objectives with particular emphasis on the needs of low-to-moderate income households that live in poverty. It is estimated by the U.S. Census that approximately 13.5% of individuals and 11% of families in Slidell live below the poverty level. This would mean that between 2800 and 3000 Slidell residents probably live at or below the federal poverty level. The Parish government, School Board, and City operate a number of programs that would be considered antipoverty, including GED educational programs, housing assistance, CSBG Block Grants, TANF assistance, and special education programs. Along with job training and educational programs to help bring people out of poverty, the third ingredient is a person’s willingness and desire to move out of poverty.

The three primary antipoverty objectives of the City are summarized below:

- 1. Expand better paying job opportunities for lower income individuals*
- 2. Increase and enhance job readiness and job training opportunities for lower income persons who desire such training*
- 3. Increase educational and community awareness outreach for lower income families. Access to appropriate information that may be beneficial to lower income families may help move them away from poverty.*

The priorities and outcomes that relate to these three objectives are outlined below.

Priority 1.1 Work closely with the Economic Development Foundation, the Chamber of Commerce, Entergy, and the Louisiana Department of Economic Development (renamed Workforce Commission) to help create new higher paying jobs in the area that may become available to lower income individuals.

Priority 1.2 Encourage local entrepreneurial enterprises to create new businesses and jobs within the CDBG targeted neighborhood revitalization area of Census Tract 409. Help create a special technical assistance program to assist with this. Make better use of the free business start-up resources available from the Southeast Business Development Center at Southeastern Louisiana University, or at Southern University.

Priority 1.3 Increase job readiness and job training for those citizens who desire such training.

Priority 1.4 Promote Workforce Investment Act (WIA) programs and job readiness training in Slidell and within the CDBG target area.

Priority 1.5 Increase volunteerism and development of literacy programs, homework assistance programs, and GED training in order to help those persons who have fallen behind in education. These programs can be coordinated with local schools, the Parish Office of Social Services, and civic organizations such as the Rotary and Kiwanis Clubs.

Priority 1.6 Provide additional public awareness or new programs concerning financial literacy, homeownership training, first time homebuyers, and community health programs that may benefit lower income persons or families trying to improve their lives.

Performance Outcome *The priorities listed above can help to reduce the poverty level in Slidell over the period of many years. It is difficult to project what percentage poverty can be reduced however, since people move into and out of the community and because the programs suggested must have a high level of cooperation and coordination. The items listed above though, can impact any person who desires to move out of poverty.*

Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

Not applicable to Slidell

NON-HOMELESS SPECIAL NEEDS

Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
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 the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

Census 2000 estimates show 21% of the City of Slidell's population represent some case of disability status; although, an exact number of people needing the services is not currently available. There are Federal, State, local public and private sector resources that provide services to individuals with different mobility and cognitive handicap issues. The City works very closely with many of these agencies, groups, organizations who provide assistance to these individuals. These are some of the organizations that provide non-housing special services in the Slidell area. These services, funded by funds other than CDBG, include:

- *Personal care assistance*
- *Housekeeping services*

- *Transportation services*
- *Home health care*
- *Employment training*
- *Medication monitoring*

a. *Sunshine House*: *A mental health program that enables members to reach their fullest potential and to avoid re-hospitalization. Sunshine House's Psychosocial Rehabilitation program (PSR) offers support and education opportunities to members, helping them to learn pre-vocational and daily living skills in the kitchen, clerical or home maintenance training. They offer re-socialization opportunities through social, cultural, or educational activities in the surrounding community. The staff and members actively work to de-stigmatize mental illness and educate members of the community concerning mental illness.*

b. *STARC – St. Tammany Association for Retarded Citizens* – *A private non-profit organization committed to providing services and support, enable people with mental retardation and/or developmental disabilities to reach their fullest potential as independent, contributing members of society. STARC provides special education, vocational services, in-home services, housing, daycare, physical, occupational and speech therapy, counseling, and many more services to individuals with disabilities.*

c. *Slidell Addictive Disorders Clinic* – *This is a public agency that provides alcohol and drug abuse prevention and treatment services. Some of these services include: Prevention activities, parent education, drug education, intervention, assessments, individual and group therapy, intensive outpatient treatment, problem and compulsive gambling counseling, relapse prevention, after care/continuing care, and assistance with drug court.*

d. *St. Tammany Council on Aging*: *The St. Tammany Council on Aging operates two Senior Citizen Centers in the Parish. One of these is located in the city limits of Slidell, which is within the Target Area.*

e. *Mt. Olive Food Ministry*: *Interchurch food kitchen, provides food and clothing to individuals and families in crisis. Serves mostly elderly on waiting list for meals on wheels (approximately 150 persons) and walk-ins, many of whom are homeless (40 – 50 persons).*

The City of Slidell recognizes that a broad-based coalition of agencies, community groups, academic institutions and individual community leaders are necessary, in order to provide housing and specific service needs for the special needs population.

Where feasible, the City will provide such organizations with in-kind services, technical support, and various forms of assistance as appropriate. The sources of funds for these services come primarily from medicare and Medicaid funding, personal donations of food and services, and State of La. program funding. These services are not provided through the local CDBG or other City funds.

Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)

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

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.
*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.
2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

The City of Slidell does not provide these services to the public. They are generally provided by the non-profit and state run services outlined in the previous section. There are an extensive amount of non-homeless services provided and probably needed. Since the City is not able to track the calls for such services, it is impossible for the City to provide accurate counts of the number of person in various subpopulations that are not homeless but in need of supportive services. The City is not providing proposed CDBG or other federal funding for these services. No organization in the City of Slidell has requested such during the public review process for the Consolidated Plan.

Housing Opportunities for People with AIDS (HOPWA)

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

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless, but who may require supportive housing (such as efforts to prevent low-income individuals and families from becoming homeless) and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any
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obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.

2. The Plan will establish annual HOPWA output goals for the planned number of households to be 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. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

N/A- Slidell does not receive HOPWA funds.

Specific HOPWA Objectives

1. 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 strategic plan.

3-5 Year Specific HOPWA Objectives response:

N/A