



# 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 optional, but encouraged. If you choose to complete it, please provide a brief overview that includes major initiatives and highlights that are proposed throughout the 3-5 year strategic planning period.

3-5 Year Strategic Plan Executive Summary:

#### Consolidated Plan Purpose

The City's Consolidated Plan is a multi-year planning document that identifies City housing and non-housing community development priorities and establishes a coordinated plan for annual Entitlement funding to achieve program objectives.

#### Time Period

The 2005 Consolidated Plan covers a 5-year period beginning July 1, 2005 and ending June 30, 2010 with interim updates as necessary.

#### Administration and Institutional Structure

The Office of Community Development is responsible for administering the City's community development program. A fifteen-member Community Development Citizen Advisory Committee, with staff support from the Office of Community Development, is responsible for community outreach and with assistance in preparing the Consolidated Plan and annual Action Plans. The five-member City Council has ultimate authority for Consolidated Plan and Action Plan approval.

#### Community Profile

The City of Saratoga Springs is the fourth central city in the Albany-Schenectady-Troy Metropolitan Statistical Area (MSA), located 30 miles north of Albany and 200 miles north of New York City. The City of Saratoga Springs has witnessed significant improvements and beneficial change over the last three decades and currently enjoys a vibrant economy unlike many other municipalities in Upstate New York and the Northeastern United States. Through much hard work, concerted planning efforts and ongoing investment in the community, local government, the business sector and the non-profit community have developed the City of Saratoga Springs into a destination location, a place of great attraction to visit and to call home.

The City is renowned for its year-round tourist attractions including equine events (thoroughbred and harness racing, dressage, and polo matches), live cultural performances (ballet, opera, symphony, theatre), and outdoor recreation (Saratoga

State Park and Saratoga Lake) and educational institutions (Skidmore and Empire State colleges).

Nevertheless, there are still community needs that remain unfilled and the relative prosperity that the community now enjoys brings with it both familiar and new challenges.

As a result of recent construction and market trends, the Saratoga Springs housing market is now on relative par with some of the highest cost areas in all of New York State – including the New York metropolitan/Long Island area. The lack of available affordable housing has significant implications for continuing our economic stability and maintaining community diversity.

- 39% of the City's total households are of low and moderate income (0-80% of MSA median figure)
- 27% of all Saratoga Springs households (2,734) spend more than 30% of their annual income on housing and experience a housing cost burden
- Over 35% of rental households (1,686) experience a housing cost burden and spend more than 30% of their annual income on housing

High housing costs place an even greater burden on our most vulnerable populations in the community:

- 402 elderly (64 yrs+) renter households (43%) experience a housing cost burden and spend more than 30% of their annual income on housing
- 2,425 (nearly 57%) of the City's low- & moderate-income households experience a housing cost burden and spend more than 30% of their annual household income on housing
- 1,156 (27%) of the City's low- & moderate-income households experience a severe housing cost burden and spend more than 50% of their household income on housing

#### Philosophy of Investment

The City of Saratoga Springs receives less than \$425,000 in annual CDBG funding. The level of funding has decreased year to year as the federal CDBG budget is reduced and more communities qualify for a shrinking "piece of the pie". In addition, there is currently instability over future funding and policy directives for the Community Development Block Grant program. Therefore, it is within these parameters that the City identifies its goals and priorities for the next five years.

Noting these funding constraints, the Consolidated Plan identifies the highest priorities for activities that address the "continuum" of housing needs beginning with homelessness prevention, emergency shelter and transitional housing and services (especially for families with children), the rehabilitation of our existing housing stock, and the creation of new permanent housing that is affordable and available to our residents and workforce. Activities that assist the most vulnerable segments of our population are also considered high priorities such as child, youth and senior services.

In addition, non-housing community development activities are integral components in promoting a sound living environment and encouraging expanded economic opportunities for persons of low and moderate income. These activities include infrastructure improvements to improve the health, safety and pedestrian access for neighborhoods of low- and moderate-income, transportation, and economic development activities to promote employment opportunities for persons of low- and moderate-income, and activities that address the needs of our public housing residents.

Given the limited amount of funding available in the foreseeable future, each year the City will select activities that demonstrate a competitive advantage that year over other applications including the greatest likelihood of overall success, consistency with the City's identified high priorities, and the ability to demonstrate identifiable accomplishments to gauge activity success.

While funding is increasingly scarce, it is the City's intent to continue encouraging collaboration among the private sector, the non-profit community, and local government to promote and fund activities that meet the needs identified in this Strategic Plan.

## **Strategic Plan**

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. HUD does not accept plans between August 15 and November 15.

### **Mission:**

#### **Consolidated Plan Mission**

The "consolidated planning process" was designed by the U.S. Department of Housing and Urban Development to be a collaborative process to encourage broad public participation in identifying and addressing priority community needs. This process provides the opportunity for the City of Saratoga Springs to engage its citizens, prioritize its community development needs, and develop a coordinated and unified vision of strategies to reduce duplication of effort in addressing these needs.

At the heart of this consolidated planning process is the City's intent to meet the three statutory goals embodied in Federal housing legislation governing community development programs:

1. Provide Increased Access to Decent, Affordable Housing
  - Maintain the affordability of existing housing stock
  - Assist homeless and persons at risk of becoming homeless to obtain affordable housing
  - Increase the availability of safe, decent, affordable permanent housing to all persons without discrimination
  - Increase supportive housing and services that enable persons with special needs to live in dignity and independence
  - Provide affordable housing that is accessible to job opportunities

2. Promote a Suitable Living Environment

- Improve the safety and livability of neighborhoods
- Increase access to quality public and private facilities and services
- Reduce the isolation of income groups through a broad distribution of affordable housing opportunities and the continued revitalization of deteriorating neighborhoods
- Restore and preserve properties of special historic, architectural, or aesthetic value
- Conserve energy resources

3. Encourage Expanded Economic Opportunities

- Promote job creation and retention for persons of low and moderate income
- Establish, stabilize and expand small business
- Develop and maintain public services needed to enhance employment opportunities
- Ensure the availability of mortgage financing using non-discriminatory lending practices
- Provide access to capital and credit for development activities that promote the long-term economic and social viability of the City
- Encourage self-sufficiency to reduce generational poverty in public and assisted housing

The Saratoga Springs Consolidated Plan is intended, therefore, as a multi-year planning document that identifies the City's housing and non-housing community development priorities and establishes a coordinated plan for federal and non-federal investment to achieve the objectives of the Saratoga Springs community development program.

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

3-5 Year Strategic Plan General Questions response:

### Geographic Jurisdiction

The City of Saratoga Springs is the fourth central city in the Albany-Schenectady-Troy Metropolitan Statistical Area (MSA), located 30 miles north of Albany and 200 miles north of New York City. It encompasses just over 29 square miles in total area (3.4% of the mostly rural and suburban Saratoga County) and ranks 2nd in the County in population. The U.S. Department of the Census indicated a 2000 population of 26,186 persons - demonstrating a steady population growth rate of approximately 4.7% over each of the last two decades.

In terms of housing, owner-occupied housing units constitute 56% of total occupied units in comparison to 44% of rental units. Nearly 47% of the City's housing is over 45 years old (built prior to 1960) and 78% is over 25 years old (built before 1980).

More than 24% of the total population is younger than 20 years old; nearly 58% of the total population is between 20 and 54 years old; and 18% are older than 60 years. The average household size is 2.21 persons and average family size is 2.88.

The percentage of persons identified in the 2000 Census with low- to moderate-income (earning less than 80% of the Area Median) citywide is 39% with six Census Block Groups containing low- to moderate-income populations exceeding 50%.

Census Block Group	L/M income population
611.005	101.1% - site of Jefferson/Vanderbilt Terraces public housing
612.004	84% - site of Wesley/Embury senior subsidized housing
610.006	74.2% - site of Stonequist & R.Watkin senior subsidized apts.
610.001	58.9%
612.001	56.7%
610.002	55.7%

According to the 2000 Census, 8.8% of the City's total population (for whom poverty status is determined) fell below poverty, and 5.5% of all "families" fell below poverty level.

In terms of race and Hispanic origin, the 2000 Census indicates 98.6% of the population identified themselves as "one race" (of that, 93.5% White; 3.1% Black or African American; 1% Asian; 0.2% American Indian or Alaska Native; 0.6% Other), and 1.4% were indicated as two or more races. Persons identifying themselves as Hispanic or Latino (of any race) totaled 1.4%.

A series of reference maps (general geography and areas of low- and moderate-income) are included as Attachment SSCP-1.

#### Basis for funding priorities and investment

The City of Saratoga Springs is one of the smaller entitlement recipients, receiving less than \$425,000 each year. Nevertheless, the City takes this opportunity and responsibility very seriously and takes great pride in the breadth of reach and level of accomplishment that it achieves in fulfilling the City's identified community development priorities and objectives within the confines of this modest, and annually decreasing, level of funding.

The priorities identified in this Plan are in response to input received during the consolidated planning process. The City's intent throughout this challenging process is to identify relative priorities to assist the greatest number of persons while keeping in mind the limited resources with which the City has to devote.

Investment will be directed to assist those with the most need throughout the City in accordance with federal regulations and in conformance with the priorities contained in this document. "Area benefit" assistance will be confined to those qualifying areas of the City identified above.

It is the City's intent to encourage collaboration among the private sector, the non-profit community, and local government to promote and fund activities that meet the needs identified in this Strategic Plan.

Guiding Principles for Investment:

- Additional affordable housing, especially affordable rental units, and the reintroduction/rehabilitation of existing housing continues to be the City's greatest community development need and highest priority
- Non-housing activities such as accessibility and infrastructure improvements, job creation and economic development initiatives, and public service outreach and education activities are complementary and critical community development components
- Proposed Action Plan activities addressing "High Priority" needs will have the greatest opportunity for funding; activities addressing "Medium Priority" needs may also receive funding but must demonstrate evidence of "partnership" funding leveraged from other resources

Successful funding applicants will accomplish the following:

- Proposed activities will specifically respond to the priority needs identified in this Plan
- Proposed activities will demonstrate identifiable accomplishments to gauge project success

Obstacles to meeting underserved needs

The greatest obstacle in meeting underserved needs in the City of Saratoga Springs is the decreasing availability of resources, changing policy directives, and uncertain future funding. Nevertheless, it is the City's intent to maximize these resources and encourage collaboration among the private sector, the non-profit community, local government, and the public housing authority to promote and fund activities that address the needs identified in this plan. In this manner, the City will ensure a focused and efficient approach towards accomplishing its multi-year strategy of community development objectives.

## **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.

\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

### 3-5 Year Strategic Plan Managing the Process response:

#### Lead Agency and Administration

The City's Community Development Citizen Advisory Committee (CDcac), with staff support from the Office of Community Development, is responsible for preparing the Consolidated Plan and annual Action Plans. The five member City Council, consisting of the Mayor and commissioners of Accounts, Finance, Public Safety and Public Works, maintains the authority to approve the Consolidated Plan and Action Plans. The City Council has demonstrated its leadership and support of the consolidated planning process through the unanimous approval of each annual Action Plan, as presented, since 1990.

The Office of Community Development is responsible for administration and management of the City's community development program with technical assistance provided by other City departments as needed. The City maintains a close working relationship with the Saratoga Economic Development Corporation and local banks for technical assistance and guidance in the operation of its housing rehabilitation and economic development revolving loan programs. The Office of Community Development also collaborates with the Saratoga Springs Housing Authority to ensure that both federally funded programs are run in an efficient and coordinated manner that best serves the needs of the community.

#### Plan Development and Coordination

The consolidated plan process ensures a coordinated and collaborative approach to community development planning and programming. Given the diminishing level of the City's annual Entitlement grant, it is imperative that the City continues to develop partnerships among public, private, and non-profit groups to efficiently coordinate resources to achieve community development objectives.

In preparation of its 2005 Consolidated Plan, the City of Saratoga Springs solicited input from and consulted with a broad range of public and private entities as illustrated below and in attachment SSCP-2. These entities include providers of health, housing, homeless and social services, the local public housing authority and those involved in education/awareness/treatment of lead-based paint hazards.

- county, regional and state agencies, departments, and authorities
- county supervisors, state and national government representatives
- adjacent units of local government
- housing organizations including the Saratoga Springs Housing Authority
- community organizations and service providers
- faith-based organizations
- neighborhood associations
- City Council members
- local planning, development and review boards
- local secondary schools and Colleges
- local banks and business groups
- local realtors, builders and developers
- local newspapers

A letter and questionnaire, included as attachment SSCP-3, was sent to each of these groups, organizations, and agencies. The correspondence explained the consolidated planning process, the City's intent to update its Consolidated Plan, and requested a current and near-future assessment of the City's housing and non-

housing community development priority needs. This questionnaire was also announced by the City Council and was available on the City's website [www.saratoga-springs.org](http://www.saratoga-springs.org).

This far-reaching, collaborative process resulted in significant public input, a greater awareness and priority identification of housing and non-housing community development needs, the establishment of a realistic and efficient strategy of investment to address these needs and, ultimately, an effective multi-year plan to achieve the City's community development objectives.

#### Consultation with Service Organizations

As described above, this Consolidated Plan was developed in coordination with a wide range of public and private groups.

In addition, the City of Saratoga Springs maintains its role as coordinating lead agent for the Saratoga-North Country Homeless Alliance and continuum of care planning process. The Alliance is representative of the area's housing and other support service agencies including those focussing on special needs services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

Please see attachment SSCP-4 for a listing of agencies participating in the Saratoga-North Country Homeless Alliance. The ongoing input and information from these groups has been incorporated into the development of community development priorities and this Consolidated Plan.

### **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:

#### Citizen Participation Process

The following Citizen Participation Plan was established to broaden public participation in the development, implementation, and ongoing assessment of the City's Community Development Block Grant Entitlement Program.

The City encourages participation in the following areas of its community development program:

- Development of the "Consolidated Plan" identifying housing and non-housing

community development priority needs and the multi-year strategic plan to address these needs

- Development of the annual Action Plan of Entitlement-funded activities
- "Substantial" amendment to approved Consolidated and Action Plans
- Review and assessment of the annual performance report

Since the purpose of the City's community development program is to increase the availability of decent, affordable housing, enhance the living environment, and increase economic opportunity for its residents of low and moderate income, the City especially encourages input, dialog, and participation from:

- Residents of low and moderate income
- Residents of predominantly low- and moderate-income areas or areas of significant Entitlement investment
- Residents of public and assisted housing including recipients of tenant-based assistance and the public housing authority
- Minority, elderly, and disabled residents

The City has established a Citizen Advisory Committee to promote broad public participation and assist in the development, implementation, and evaluation of the community development program. This Committee shall have the following characteristics:

- The Committee shall serve in an advisory capacity to the City Council and Office of Community Development
- The Committee shall have no more than 15 members to be appointed by the Mayor in consultation with the City Council
- The Committee shall broadly represent the diversity of the City and include (to the extent possible) persons of low and moderate income, residents of public and assisted housing, residents of areas of Entitlement investment, members of minority groups, the elderly, the disabled, the business community, and civic groups that are concerned with the community development program
- Committee members shall be appointed to 2 year terms commencing at the start of the federal program year (currently July 1)
- The Committee Chairperson shall be designated by the Mayor
- Members not attending 2/3rds of scheduled meetings in a program year may be replaced by the Mayor

All public meetings of the Committee shall be conducted in an open manner with freedom of access for all interested persons. Public meetings shall be held in facilities accessible to the mobility-impaired and in locations that promote attendance by residents of low and moderate income, residents of low and moderate income areas, and areas of significant Entitlement investment. Special arrangements to accommodate non-English speaking persons or persons with visual or hearing impairments will be made upon request.

The City may adopt a Consolidated Plan and annual Action Plan only after residents, public agencies, and other interested parties including those most affected are provided with the opportunity to review information and submit comment on the following:

- Description of activities to be undertaken
- Amount of expected assistance (grant funds and program income)
- Estimated amount expected to benefit residents of low and moderate income
- Plan to minimize displacement of persons and to assist any persons displaced

The Consolidated Plan, annual Action Plans, substantial amendments to these Plans, and annual performance reports are available for review to all interested parties at the following locations:

Office of Community Development, City Hall  
474 Broadway, Saratoga Springs, NY 12866; (518) 587-3550

Reference desk of the Saratoga Springs Public Library  
49 Henry Street, Saratoga Springs, NY 12866; (518) 584-7860

Saratoga Springs Housing Authority  
1 South Federal Street, Saratoga Springs, NY 12866; (518) 584-6600

Saratoga Springs Community Development web site:  
<http://www.saratoga-springs.org/cd>

A reasonable number of these documents will also be made available at no charge to interested parties and in a form accessible to persons with disabilities, upon request.

The City will publish a summary of the proposed Consolidated Plan, annual Action Plans, substantial amendments to the Plans, and performance reports in The Saratogian to provide interested parties the opportunity to review and submit comments on these documents. This summary will describe the contents and purpose of the proposed Plans and identify the locations where the full documents may be examined.

At least one Public Hearing will be held before the proposed Consolidated Plan is approved by the City Council. In addition, at least two Public Hearings will be held at different stages of each program year to receive public input and to respond to proposals and questions. Together, these Public Hearings are intended to encourage public awareness and participation in addressing housing and community development needs, developing coordinated and sound activity proposals for each annual Action Plan, and in general review of program performance.

The Public Hearings will be held at times and locations convenient to potential and actual beneficiaries, in facilities accessible to the mobility-impaired, and with accommodation for persons with visual and hearing disabilities upon request. The needs of non-English speaking residents will be met, as needed, through the assistance of an interpreter from an area college or the International Center Inc.

Reasonable and timely access to public meetings will be provided for all those interested in participating in the Consolidated Plan. Special accommodations will be made upon request to ensure that persons with disabilities are not prevented from participating in the Consolidated Plan process.

The City will publish at least ten (10) days before any Public Hearing a notice in The Saratogian indicating the date, time, place, and procedures of the Public Hearing with sufficient information about the subject of the hearing to permit informed comment.

The Office of Community Development shall receive written comment from interested parties on proposed Consolidated and Action Plans, substantial amendments to these Plans, and Performance Reports before these documents are submitted to the U.S.

Department of Housing and Urban Development. The City shall consider these written and oral Public Hearing comments and attach a summary of these comments in its final document.

The public comment period for proposed Consolidated Plan, annual Action Plans, and substantial amendments to these Plans shall be a minimum of 30 days. The public comment period for performance reports shall be a minimum of 15 days.

Written complaints from residents concerning the Consolidated Plan, Action Plans, substantial amendments to those Plans, and performance reports shall receive a material written response from the City in a timely manner (within 15 working days, where possible).

A "substantial amendment" to the Consolidated Plan or annual Action Plans shall be defined as:

- Carrying out an activity not identified as a priority in the approved Consolidated Plan
- Carrying out an activity not approved in an annual Action Plan
- A substantial change in the purpose of an activity approved in an annual Action Plan
- A substantial change in the scope of an activity approved in an annual Action Plan
- A change in the use of Entitlement funds (exceeding \$15,000) from one approved activity to another

The City shall make information available to residents and interested parties to enable them to participate in the planning, development, and assessment of the Consolidated Plan and community development process. Technical assistance shall be provided, within the limits of available staff and resources, to the citizen advisory committee and groups representative of low- and moderate-income persons that request such assistance in developing proposals for funding assistance under any of the programs covered by the Consolidated Plan.

In conformance with this plan, the 2005 consolidated planning process began on January 3, 2005 with the first meeting of the Citizen Advisory Committee. A public meeting was widely advertised and held on January 10 in City Hall to present a description of the consolidated planning process, gain public input, and to release funding applications. Additional public announcements were made at the January 18 City Council meeting and ongoing information regarding the consolidated planning process was posted on the City's website.

As mentioned earlier, a letter and questionnaire was sent to a wide range of community groups, organizations, and agencies. This process resulted in significant public input on developing the investment priorities for the 2005 Consolidated Plan.

The Community Development Citizen Advisory Committee then held two public hearings in February of 2005 to elicit additional citizen input in preparation of the City's 2005 Consolidated Plan and Entitlement Action Plan. The first meeting was held on February 16 in the William J. Ford Neighborhood Center in the Jefferson/Vanderbilt Terrace Public Housing Area on the Eastside of the City - the area of greatest low/moderate income concentration. The second was held on February 17 in City Hall, a central community location.

The Citizen Advisory Committee then met on four additional occasions to evaluate public input, deliberate on funding applications, and to come to consensus on community development goals, priorities and 2005 program year funding recommendations.

The draft plan and funding recommendations were presented to the City Council on March 15. A 30-day comment period ensued beginning on March 16 and ending on April 15, 2005. During the public comment period, the City Council held a third public hearing on the draft plan and funding recommendations.

On April 19, the City Council voted unanimously to approve the funding recommendations as presented and on May 3 the Council approved the draft Consolidated Plan and authorized the Mayor to sign and submit it to the U.S. Department of Housing and Urban Development.

#### Summary of Comments

All general input was included as part of the consolidated planning process. No additional formal written comments or complaints were received.

#### Efforts to Broaden Public Participation

Individual meetings with Community Development staff were available for those citizens and groups who were unable to attend the public hearings or who wished a more in-depth understanding of the CDBG process. Community Development staff consult with a variety of other public and private agencies on an ongoing process concerning housing, human service, economic development and other community needs including: Saratoga Springs Housing Authority, Saratoga Neighborhood Development Company, Shelters of Saratoga, Saratoga County Office for the Aging, various neighborhood associations, and the range of agencies within the Crises Action Network. In addition, information on the City's community development program and Consolidated Planning process is placed on the City's website.

#### Explanation of Comments not Accepted

No comments were refused in developing the Consolidated Plan.

## **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 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:

#### Implementation of Consolidated Plan

The City will carry out its housing and community development plan through coordinated efforts between public institutions and private groups as appropriate and as required by the investment of each annual Action Plan.

The City's Office of Community Development will have the primary responsibility for administering funded projects under the City's CDBG programs. Community Development also maintains ongoing implementation of the housing rehabilitation grant and loan programs and works with property owners and nonprofit organizations to develop other affordable housing projects for potential funding through the CDBG grants.

Non-profit organizations are major providers of affordable housing and support services in the City of Saratoga Springs and are often consulted to help the City plan for future affordable housing and community development policies and programs. In the private sector, area contractors, lending institutions, real estate agents and professional associations have periodically donated funds and/or technical assistance to local affordable housing projects or participated in planning and policy discussions on affordable housing issues. Many such professionals also serve on the boards of area housing and human service agencies and the City's Community Development Citizen Advisory Committee.

In order to better coordinate and enhance the delivery of housing and nonhousing support services, the Office of Community Development routinely collaborates with the Saratoga County Rural Preservation Company (Veteran assistance), the Shelters of Saratoga (homeless shelter provider, affordable housing advocate, and designated Neighborhood Preservation Company), the Saratoga County Economic Opportunity Council (county community action program agency for housing & support services including weatherization, WIC, food pantry, etc.), the Workforce Housing Partnership of Saratoga County, Saratoga-North Country Homeless Alliance (Continuum of Care delivery), senior housing providers including the Senior Citizens Center of Saratoga Springs, Wesley and Raymond Watkin Apartments, the local housing authority, and a wide range of other housing and support service providers.

#### Assessment of Institutional Structure Strengths and Gaps

The Office of Community Development is responsible for the successful management and administration of the City's Community Development Block Grant Entitlement program. This program entails an annual allocation of approximately \$425,000 in federal funding to assist activities that promote increased access to safe, decent, affordable housing, improve economic opportunity, and rehabilitate distressed areas of the City.

Other ongoing activities administered by the Office of Community Development include a housing rehabilitation grant and low-interest revolving loan program for eligible homeowners and rental property owners, and a low-interest economic development revolving loan program to encourage the creation of new employment opportunities for person of low- and moderate-income.

It was the consensus of the Saratoga-North Country Homeless Alliance that the City of Saratoga Springs, represented by the Office of Community Development, serve as Chair for this collaborative effort. This relationship ensures that the Office of

Community Development is keenly aware of, and may facilitate the provision of, area housing opportunities and support services.

In addition, the Saratoga Springs Office of Community Development serves as Chair of the Upstate Community Development Consortium for Community Development Directors providing networking capacity throughout a larger geographic region for increased collaboration, cooperation, and coordination of services.

While there are unmet needs within the City of Saratoga Springs, no significant gaps have been identified in the current service delivery system for the City of Saratoga Springs other than the limitation of financial resources to expand the current work of the Community Development Office.

#### Public Housing Delivery System

The Saratoga Springs Housing Authority, established in 1951 and chartered in 1953 under State Law, Chapter 913, as a New York State non-profit government agency to provide housing assistance to low-income families, has responsibility for operating 339 units of conventional housing and 90 Section 8 rental assistance vouchers and certificates allowing lower income persons to afford private apartments within the City.

The independent governing body for the Saratoga Springs Housing Authority, the Board of Housing Commissioners, is comprised of 7 City residents, 2 of whom are elected by the Authority's tenants and 5 are appointed by the Mayor. The appointed commissioners serve 5-year staggered terms while the 2 elected commissioners serve 2-year terms.

The Board of Housing Commissioners sets and approves the operational policies of the Saratoga Springs Housing Authority ensuring compliance with federal mandated statutes and regulations. The Chief Executive Officer responsible for the management of daily operations is the Housing Authority Executive Director. The Board of Commissioners holds an open public meeting on the second Tuesday of each month at the William Ford Neighborhood Center at the Terraces or in Stonequist Apartments boardroom.

The City's Office of Community Development enjoys a close working relationship with the Housing Authority. The Housing Authority is an active partner in the recently initiated Shelter Plus Care Rental Assistance program and generously hosts, and is an enthusiastic participant in, the monthly Rental Assistance Program and continuum of care meetings.

### **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:

#### Monitoring Strategy

The Office of Community Development is responsible for administering and managing the City's community development program. As part of this oversight, it maintains

close working relationships with each of the organizations undertaking activities with annual Action Plan funding.

Depending on the specifics for each funded activity, financial reporting and activity accomplishments are submitted to the Office of Community Development monthly and quarterly. Documentation on adherence to national benefit criteria and income eligibility is maintained by Community Development. When an agency undertakes an activity benefiting low-and moderate-income persons, Community Development requires the agency to obtain information on family size and income so that the activity is limited to only those persons eligible under federal regulation. For the City's Residential Rehabilitation Grant and Loan Programs, Community Development staff reviews each eligible participant's file to insure that proper certification procedures have been followed. Area benefit activities are monitored by the Office of Community Development to ensure that they take place within eligible Census block groups within the City.

In addition, the City submits an assessment of program performance and accomplishments, the Consolidated Annual Performance and Evaluation Report (CAPER), to the U.S. Department of Urban Development on an annual basis.

### **Priority Needs Analysis and Strategies (91.215 (a))**

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

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

#### Prioritization of Need

The priorities identified in this Plan are in response to input received during the consolidated planning process. The City's intent throughout this challenging process was to identify relative priorities to assist the greatest number of persons while keeping in mind the limited resources with which the City has to devote.

Noting the funding constraints, the Plan identifies the highest priorities for activities that address the following "continuum" of housing needs:

- homelessness prevention services
- emergency shelter – especially for families with children
- transitional housing and services – especially for families with children
- the rehabilitation of our existing housing stock
- the creation of new permanent housing that is affordable and available to our residents and workforce

Activities and services that assist the most vulnerable segments of our population, such as child, youth and senior services, are also considered high priorities .

In addition, non-housing community development activities are integral components in promoting a sound living environment and encouraging expanded economic opportunities for persons of low and moderate income. These activities include:

- infrastructure improvements to improve the health, safety and pedestrian access

- for neighborhoods of low- and moderate-income
- transportation to improve access by persons of low- and moderate-income to employment opportunities and supportive health and service needs
- economic development activities to promote employment opportunities for persons of low- and moderate-income
- activities to address the needs of public housing residents

Investment will be directed to assist those with the most need throughout the City in accordance with federal regulations and in conformance with the priorities contained in this document. The City will, over the course of this five-year strategic plan, invest substantial resources to meet the City's highest priorities.

In general, activities addressing "High Priority" needs will have the greatest opportunity for substantial funding depending, of course, on the quality and viability of each funding request in each funding year; activities addressing "Medium Priority" needs may also receive funding but must demonstrate evidence of "partnership" funding from other resources.

Given the limited amount of funding available, each year the City will select activities that demonstrate a competitive advantage that year over other applications including the greatest likelihood of overall success, consistency with the City's identified high priorities and the ability to demonstrate identifiable accomplishments to gauge activity success.

#### Obstacles to meeting underserved needs

The greatest obstacle in meeting underserved needs in the City of Saratoga Springs is the decreasing availability of resources, changing policy directives, and uncertainty of future funding. Nevertheless, it is the City's intent to maximize these resources and encourage collaboration among the private sector, the non-profit community, local government, and the public housing authority to promote and fund activities that address the needs identified in this plan.

## **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.

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

Lead, a metal found naturally in the environment, was routinely used in gasoline and house fixtures, and to make brighter, more durable interior and exterior paint. In 1978, the use of lead as a paint additive was nationally banned due to the health hazards posed by exposure to lead-based paint. The accumulation and concentration of lead in the human body can cause health problems including damage to the brain, nervous system, and red blood cells.

Youth and young children between the ages of 6 months and 6 years are most likely to suffer health problems from lead exposure. Lead poisoning can slow a child's physical growth and mental development, and can cause behavioral problems, mental retardation, kidney and liver damage, blindness, and even death.

Using the following standard national methodology (National Center for Lead Safe Housing; 2000 Census data), it is estimated that 6453 (nearly 60%) of the City's housing units may contain lead-based paint.

Year Built:	Owner-occupied housing units	Renter-occupied housing units	Lead-paint multiplier	Estimated No. units w/lead-based paint
1980 & after	1705	656	( 0%)	0
1960-1979	2118	1400	(62%)	2181
1940-1959	583	842	(80%)	1140
before 1940	1607	1873	(90%)	3132
total:	6013	4771		6453

Clearly, the mere presence of lead-based paint does not necessarily constitute a hazard. Of greatest concern is when lead-based paint is caused to become airborne or otherwise capable of being ingested. The substantial percentage of the City's housing stock that may contain lead-based paint is evidence to the priority need for investment in the rehabilitation of existing housing stock and the continuing need for education on lead-based paint hazards and methods to address those hazards.

Furthermore, there is a greater chance that persons of low- and moderate-income experience more exposure to lead-based paint hazards since these persons have fewer housing alternatives and may only afford housing with less maintenance and in poor conditions.

#### Strategy to Address Lead-based Paint Hazards

As part of its revolving loan and housing rehabilitation programs, the City distributes educational material to residents to notify them of the potential hazards of lead-based paint and of methods to deal with this situation. The City also provides "no-" to low-interest loans through its Housing Rehabilitation Revolving Loan fund for abatement of lead-based paint hazards occupied by residents of low- and moderate-income. In addition, the Community Development web site contains information and links to additional information relating to lead-based paint hazards.

The City has implemented changes to its housing rehabilitation grant and loan programs to comply with the current lead-based paint hazard regulations. Community Development staff has attended numerous informational sessions, seminars, and lead safe work practices trainings in an effort to increase organizational capacity to address lead hazards in the City's housing stock. The City continues to seek technical and financial assistance to sufficiently train and certify rehabilitation and maintenance workers for its community development programs.

Furthermore, the City, in its role as Chair of the Upstate Community Development Consortium, is seeking to enhance resource materials on lead-based paint hazards and establish a regional list of certified rehabilitation and maintenance workers for distribution to consortium members.

In order to address the potentially significant hazards of lead-based paint in the City of Saratoga Springs, the following actions are recommended:

- Continue collaboration with the Saratoga County Public Health Nurses and the New York State Department of Health to increase awareness of lead-based paint hazards
  
- Continue rehabilitation grant and low-interest loan programs in conformance with regulations relating to lead-based paint hazards as contained in Title X of the Housing and Community Development Act of 1992.
  
- Provide residential rehabilitation program participants with information on lead-based paint hazards and blood screening programs
  
- Designate rehabilitation program households identified with lead-based paint hazards as “emergency priority” to address immediate health and safety needs

## 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, 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:

#### Estimated Housing Needs

The current strong housing market has led to increased housing costs and, understandably, this has greater impact and implications for those of more modest income and those with fewer housing options.

#### Housing Affordability Defined

The generally accepted definition of affordability is for a household to pay no more than 30% of its annual income on housing. Families who pay more than 30% of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care. A household experiences severe cost burden if its housing costs exceed 50% of its income.

#### Housing Needs Glossary

Extremely low-income:

Households with annual incomes at or below 30% of the area median income

Low-income:

Households with annual incomes at or below 50% of the median.

Moderate income:

Households with annual incomes between 51% and 80% of the median.

Cost burden:

Paying more than 30% of annual household income for housing costs including utilities.

Severe cost burden:

Paying more than 50% of annual household income for housing including utilities.

Substandard housing:

Housing that lacks kitchen facilities, plumbing facilities, or has more than 1 person per room.

It is very difficult to identify numerical housing goals for each of the next five years without sufficient and guaranteed funding to support the development of those units. Nevertheless, the Housing Needs Table provides a very clear indication of the City's housing needs based upon income levels and housing tenure. Of the figures identified in this table, the following are particularly worthy of attention.

- Renter households constitute nearly 80% (1119) of all extremely low-income households (1400) earning less than 30% of the area median income - of those, the vast majority report cost burdens exceeding 30% with significant numbers with severe cost burdens exceeding 50%.
- Between 80% and 100% of extremely low-income owner households earning less than 30% of the area median, understandably, report cost burdens over 30% and severe cost burdens over 50%
- Renter households constitute nearly 69% (810) of all low-income households (1177) earning between 30% and 50% of the area median income - of those, more than 85% of "all other" renter HH report cost burdens exceeding 30%, nearly 63% of "small-related" report cost burdens exceeding 30%, and over 50% of elderly households report cost burdens over 30%.
- Nearly 49% of low-income owner Households report cost burdens over 30%, and between 70% and 100% of other low-income owner Households report severe cost burdens over 50%.
- the number of moderate-income households earning between 50% and 80% of the area median are split nearly equally between renter households (856) and owner households (850). Within this moderate-income range, nearly 1/3 of all renter households report cost burdens exceeding 30%, and a significant percentage of owner households report severe cost burdens exceeding 50% including nearly 54% of small-related households.
- the number of substandard units (self-reported 2000 Census information) is quite low within the City (107 substandard rental units and 41 substandard owner units). However, given the age of the housing stock, the generally strong housing demand, and the added influence of the seasonal demand for housing, it is rational to believe that the level of substandard housing in the City is grossly under-reported.

#### Disproportionate Need

There is no disproportionate need for housing based upon racial or ethnic group identification. The City's housing needs demonstrate a much more significant correlation to income levels than to racial or ethnic identification.

### **Priority Housing Needs (91.215 (b))**

1. Identify the priority housing needs in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). 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:

#### Housing Needs

The need for additional affordable housing in the City of Saratoga Springs is well established in this and previous Consolidated Plans. Towards addressing this need, the City will continue to pursue and support collaborative efforts to develop additional affordable housing within the legal parameters of the City's current Zoning law and land use goals adopted by the City Council in the Comprehensive Plan for the City of Saratoga Springs.

In the absence of new affordable construction, the City will place a high priority on the reconstruction and rehabilitation of existing housing to revitalize neighborhoods, maintain affordability, and reintroduce decent affordable units into the City's housing stock.

#### High Priority:

- Affordable rental units, especially for low- and extremely-low income households and to accommodate persons with disabilities, larger households, and the elderly
- Affordable housing options for homeless individuals and families with children to transition from emergency shelters to permanent housing
- Continuing investment into the City rehabilitation grant program to:
  - Improve code compliance, safety and energy efficiency of substandard housing
  - Maintain affordability for elderly and other fixed-income households
  - Accomplish more substantial and "whole-site" improvements
  - Address lead-based paint hazards and accessibility needs of persons with

disabilities

#### Basis for Priority

As identified previously, it is difficult to project numerical housing goals for each of the next five years without sufficient and guaranteed funding to support the development of those units. Nevertheless, the City will select activities that demonstrate a competitive advantage each year over other applications including the greatest likelihood of overall success, consistency with the City's identified high priorities and the ability to demonstrate identifiable accomplishments to gauge activity success.

#### Obstacles to meeting underserved needs

The greatest obstacle in meeting underserved needs in the City of Saratoga Springs is the decreasing availability of resources, changing policy directives, and uncertainty of future funding. With respect to housing, specifically, a significant obstacle to meeting underserved needs is the continuing effect of the strong housing market and the increasing cost of market rate housing. In the absence of private market affordable housing development, the City is investigating other means to impact the provision of affordable housing including the implementation of a dedicated Housing Trust Fund and the establishment of an Inclusionary Zoning amendment to the City's Zoning Ordinance.

### **Housing Market Analysis (91.210)**

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

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.
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:

#### Housing Market Analysis

As identified in the Consolidated Plan Executive Summary, as a result of recent construction and market trends, the Saratoga Springs housing market is now on a relative par with some of the highest cost areas in all of New York State – including the New York metropolitan/Long Island area. The lack of available affordable housing has significant implications for continuing the City's economic stability and maintaining community diversity.

The Housing Market Analysis Table included in this plan provides some summary information on the City's overall housing market. In addition, the City of Saratoga

Springs has invested significant time and effort to analyze the current housing market, its implications on the availability and accessibility of affordable housing, and the identification of current housing issues, needs and objectives.

The following resources are included as attachments in this Consolidated Plan to provide a thorough and comprehensive examination of the City's current housing market.

Attachment SSCP-5: "A Call to Action: Affordable Housing in Saratoga Springs"  
This report presents a thorough housing market analysis for the City of Saratoga Springs, identifies housing resources and needs, and presents four broad recommendations to address the issue of affordable housing in the City.

Attachment SSCP-6: "Saratoga Workforce Housing Trust Fund"  
This report updates some of the housing market and demographic information from the "A Call to Action" report and implements recommendations #1 and #2 of that report to establish a dedicated housing trust fund and advisory board for the development, construction, and promotion of affordable/workforce housing, programs and services.

Attachment SSCP-7: "Workforce Housing Summit"  
This slide presentation presents additional housing market information and selected information updates. The presentation was developed as part of the Workforce Housing Summit held in November 2004 at which Bernard Tetreault of the Innovative Housing Institute and Richard Tustian discussed the Maryland example of an inclusionary zoning ordinance.

Additional analysis is currently underway by the Inclusionary Zoning Ordinance Development Committee to more specifically define and target the number of households by tenure and by income levels anticipated to be assisted through this Zoning Ordinance revision and the implementation of the City Housing Trust Fund. This further analysis is expected to be completed by Fall 2005.

#### Local, State, Federal Funded Units

Attachment SSCP-8 entitled "A Review of Workforce/Affordable Housing Efforts " summarizes affordable housing facilities and efforts completed and underway in the City of Saratoga Springs. None of these existing units are expected to be lost for any reason within the next five years. In fact, the City has recently extended a "payment-in-lieu" agreement to the Raymond Watkin senior subsidized apartments to facilitate the continued affordability of these units.

#### Impact of Housing Market on Use of Funds

In light of the ongoing need for affordable housing, the City will continue to support housing opportunities as they present themselves within the legal parameters of current Zoning Regulation and land use goals adopted by the City Council within the Comprehensive Plan for the City of Saratoga Springs.

In the absence of viable private market housing construction, the City will focus its funding resources and efforts on the following activities within its control:

- the reintroduction and improvement of existing housing stock through the City's residential rehabilitation grant and loan programs

- continued investment towards the successful establishment and implementation of a dedicated housing trust fund for the development, construction, and promotion of affordable/workforce housing, programs and services
- the investigation and development of an inclusionary zoning amendment to the City's Zoning Ordinance to mandate the inclusion of affordable housing within new developments.

### **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:

#### Housing Objectives

In general, over the next five years, the City will focus its housing efforts on the following:

- Affordable housing options for homeless individuals and families with children to transition from emergency shelters to permanent housing
- support for the creation of new affordable units - especially affordable rental units for low- and extremely-low income households, persons with disabilities, the elderly, and larger households - within the legal parameters of prevailing current Zoning Regulation and land use goals adopted by the City Council
- the reintroduction and improvement of existing housing stock through the City's residential rehabilitation grant and loan programs
- continued investment towards the successful establishment and implementation of a dedicated housing trust fund for the development, construction, and promotion of affordable/workforce housing, programs and services
- the investigation and development of an inclusionary zoning amendment to the City's Zoning Ordinance to mandate the inclusion of affordable housing within new developments.

### **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 (formerly 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 following information was obtained from consultation with the Saratoga Springs Housing Authority.

The Saratoga Springs Housing Authority administers 339 units and reports that the physical condition of these units is considered to be very good with all units meeting the present day building codes and housing quality standards. They report no health or safety deficiencies. The Housing Authority has received a REAC Score of 96% across the board.

Total Applicant on the Active list: 284  
Families with Children: 107  
Elderly Families: 65  
Families with Disabilities: 121

Totals by Income Percentage

Extremely Low Income: 214      Very Low Income: 59      Low Income: 10

Totals by Racial Group

Amer. Indian/Alaska Native: 1      Asian: 1      Native Hawaiian/Pac. Islander: 0  
Black: 29      White: 247

Totals by Nationality:      Hispanic: 9      Non-Hispanic: 223

Totals by Certificate and Voucher Size

All Applicants:	Elderly Applicants:
0 bedroom: 161	57
1 bedroom: 15	4
2 bedrooms: 71	3
3 bedrooms: 24	1
4 bedrooms: 13	0
5+ bedrooms: 0	0

The Housing Authority administers 90 Section 8 vouchers and reports that all approved vouchers have passed a physical inspection for housing quality standards as required by federal regulations.

Section 8 Total Applicant on the Active list: 314  
Families with Children: 133  
Elderly Families: 62  
Families with Disabilities: 125

Section 8 Totals by Income Percentage

Extremely Low Income: 239      Very Low Income: 60      Low Income: 14

Section 8 Totals by Racial Group

Amer. Indian/Alaska Native: 1      Asian: 1      Native Hawaiian/Pac. Islander: 0  
Black: 29      White: 270

Section 8 Totals by Nationality:      Hispanic: 9      Non-Hispanic: 260

Section 8 Totals by Certificate and Voucher Size

All Applicants:	Elderly Applicants:
0 bedroom: 119	47
1 bedroom: 62	13
2 bedrooms: 80	1
3 bedrooms: 41	1
4 bedrooms: 10	0
5+ bedrooms: 0	0

### 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:

The following information was obtained from consultation with the Saratoga Springs Housing Authority.

The Saratoga Springs Housing Authority was established in 1951 and chartered in 1953 under State Law, Chapter 913, as a New York State non-profit government agency to provide housing assistance to low-income families.

Jefferson Terrace (75 units) was constructed in 1952 with an additional 30 units built in 1962. Vanderbilt Terrace (58 units) and Stonequist Apartments (176 units) were built in 1970.

Eligibility for housing assistance is contingent upon meeting the following federal criteria:

- Income must be within federal guidelines, and current rent payment exceeds 50% of an individual's or family's total income
- Person is homeless, or about to become homeless due to government action or other recognized reason
- Person is in need of housing due to substandard living conditions

The independent governing body for the Saratoga Springs Housing Authority, the Board of Housing Commissioners, is comprised of 7 City residents, 2 of whom are elected by the Authority's tenants and 5 are appointed by the Mayor. The appointed commissioners serve 5-year staggered terms while the 2 elected commissioners serve 2-year terms.

The Board of Housing Commissioners sets and approves the operational policies of the Saratoga Springs Housing Authority ensuring compliance with federal mandated statutes and regulations. The Chief Executive Officer responsible for the management of daily operations is the Housing Authority Executive Director. The Board of Commissioners holds an open public meeting on the fourth Tuesday of each month at the main office located in the Stonequist Apartments.

The Authority has 11 full-time employees, 1 part-time employee, and 3 Section 34 part-time resident employees. The Authority's administrative employees are responsible for ensuring compliance with all federal regulations governing housing programs including Title 24 CFR statutes.

The Authority receives funding from the federal government to assist in its operation. The U.S. Department of Housing and Urban Development provides the Authority a subsidy to cover utility costs and the difference in operational expenses. The Authority has a cooperation agreement with the City of Saratoga Springs to provide a PILOT ("payment in lieu of taxes") payment in exchange for city services such as water, sewer, fire protection, etc.

The Authority currently administers three budgets:

- Conventional Budget for operations of the Authority (approx. \$1,400,000)
- Section 8 Budget for private market rental assistance programs (approx. \$400,400)
- Comprehensive Grant Program (CGP) for site and quality of life improvements (approx. \$525,000 total)

The Authority performed a comprehensive review of its operations and property in 1990 and a plan was developed to undertake operational changes and to upgrade the properties. This plan is reviewed and updated annually. Since 1991, the Authority has received and expended capital grant funds from the Comprehensive Improvement Assistance Programs (CIAP) and Comprehensive Grant Funds (CGP) in excess of \$5,800,000 for long term capital improvements to buildings and the physical plant.

Currently the Authority is using an estimated \$525,000 in CGP funds to upgrade kitchens and hallways at Stonequist Apartments and to improve the site work at Jefferson and Vanderbilt Terraces. After physical improvements are completed, the Authority will explore establishing resident life improvement programs such as job skills workshops and a home ownership program.

The Authority has also assisted residents to establish a Resident Association to improve the quality of residential living. The Authority has consulted with its residents in the planning and application process of the above mentioned capital improvement programs to assist with the goals of providing safe, decent, sanitary and affordable housing to those eligible members of the Saratoga Springs community.

The Department of Housing and Urban Development uses the PHAS rating system for public housing authorities. The four indicators of the PHAS are financial and management assessment, physical inspections, and the resident survey. The Saratoga Springs Housing Authority is ranked a "high performer" in the 90% to 100% range.

Partnership with Housing Authority:

The City has nurtured a strong working relationship with the Saratoga Springs Housing Authority. Since 2001, the City has allocated nearly \$76,000 in CDBG funding to improve the infrastructure that serves the subsidized residential units administered by the Housing Authority. The City will continue to seek collaborative enterprises with the Housing Authority to meet our common goals of decent affordable housing and increased economic opportunities.

### **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:

#### Housing Barriers

The greatest barrier to affordable housing in Saratoga Springs is the current demand for upscale, single-family detached housing within the City and the rising cost of home sales associated with this demand. Nevertheless, the City may encourage and promote affordable housing through direct and indirect policy action.

In the fall of 2001, the City's "Affordable Housing Task Force" investigated the issues relating to affordable housing and presented concrete strategies to improve the availability and access to affordable housing. This task force was composed of representatives from the banking and realty industries, public housing, local non-profit and housing/support service providers, and the NAACP. Following several

public workshops and twenty committee meetings over the course of more than a year, the Task Force presented its recommendations to the City Council in June of 2003.

“As a result of recent construction and market trends, the Saratoga Springs housing market is now on par with some of the highest cost areas in all of New York State – including the New York metropolitan / Long Island area. The lack of available affordable housing has significant implications for continuing our economic stability and maintaining community diversity.

There are many complex factors that impact housing affordability. It is not a problem that can be “fixed” with a single government action or housing development. Instead, creating and maintaining sufficient affordable housing is a long-term community issue requiring on-going management and investment.

A successful strategy must include active participation and investment by the public sector, the non-profit community and private business. Only through this collaboration will we ensure the availability of affordable housing for our families, our senior citizens, and our local employees.

**Recommendation #1 – Establish an Affordable Housing Trust Fund**

A recurring source of revenue must be established and dedicated to fund construction subsidies, affordable housing programs and activities. Investment and commitment must be shared among local government, business, and community groups. This report identifies sources of recurring revenue that may be dedicated to an Affordable Housing Trust Fund.

**Recommendation #2 – Establish an Affordable Housing Trust Fund Partnership**

The Affordable Housing Trust Fund Partnership will consist of public and private sector policy-level community leaders to manage and oversee the Affordable Housing Trust Fund. This group will develop affordable housing programs and activities, and guide development strategies to ensure a sufficient supply of safe, affordable housing.

**Recommendation #3 – Establish a Coordinated Affordable Housing Incentives Program**

This report presents a series of incentives and policy actions that may be taken by local government and by the real estate/development industry to lower the fixed costs of housing renovation and new housing construction.

**Recommendation #4 – Review City Policy/Regulation to Encourage Affordable Housing Construction and Renovation**

The Task Force strongly encourages a comprehensive review of existing development policies and zoning regulations to identify and reduce obstacles to the creation and renovation of affordable housing, and to identify areas most appropriate for these changes. This report presents a preliminary list of land use policy and zoning mechanisms to begin this review.”

(Excerpts from “A Call to Action: Affordable Housing in Saratoga Springs”. The full Task Force report is available on the Internet at: <http://www.saratoga-springs.org/ahtfreport.pdf>.)

As part of the 2004 Action Plan, the City Council approved the allocation of \$125,000 for “seed” money to initially fund and establish the City Affordable Housing Trust Fund. In addition, a City committee was appointed to establish the policies and procedures for the Trust Fund, make recommendations on the full creation of the Trust Fund oversight board, and to identify reoccurring sources of revenue that may be dedicated to the Affordable Housing Trust Fund.

In October 2004, the City Council, Planning Board, and Workforce Housing Partnership collaborated to bring two national experts in this field – Bernard Tetrault and Richard Tustian – to present their ideas, insights, and experiences in a Workforce Housing Summit. This well-attended 2-day event sparked the establishment of an Inclusionary Zoning Ordinance Development committee in February of 2005. The 6-member committee, appointed by Mayor Michael Lenz, includes representatives from the City Planning and Zoning Boards, the banking and residential construction industries, and a national expert on housing finance, construction and underwriting, Monte Franke.

The committee's charge is to develop an ordinance for the city of Saratoga Springs that will create more affordable housing for our city, in part by mandating that every new development provide a percentage of affordable units. The proposed ordinance will address a variety of policy, administrative and implementation issues. Committee work and research is currently underway and the committee hopes to have an ordinance to present to the City Council for their consideration in the fall of 2005. Additional information is available at: <http://www.saratoga-springs.org/izod.htm>

Whereas the Affordable Housing Task Force was directed to investigate affordable housing issues and produce recommendations for the City of Saratoga Springs, there is also a concurrent effort to address the issues of affordable housing in the greater Saratoga area.

In June of 2003, a group of 20 participants attended a retreat at the Blue Mountain Conference Center to learn of the City’s Task Force recommendations and discuss this issue within a countywide perspective. Representatives included not-for-profit and for-profit housing developers, homeless shelter and service providers, private financial lenders, local, state and federal government officials, resource people from model programs, and religious groups interested in affordable housing. The result of this retreat was the establishment of the Saratoga Workforce Housing Partnership, and its intent is to promote education, advocacy, and the construction of housing affordable to the county’s growing workforce.

These two complimentary efforts to increase access to affordable housing include the active participation of the local business community, the Chamber of Commerce, representatives of the hospitality industry, major local employers, local non-profits, and the real estate/construction industry. In terms of coordination, the City Office of Community Development sits on the Partnership steering committee and serves as Chair for the subcommittee researching land use/zoning options to promote the construction of affordable housing.

The City’s involvement as Chair of the Saratoga-North Country Homeless Alliance has also beneficially affected access to housing. Since 2001, the successful applications for Continuum of Care funding have brought nearly \$1.6 Million of new funding into this area for housing and support services to assist the chronically homeless and persons with disabilities. Funded programs include a 5-year tenant-based rental

assistance program to provide rent subsidy to 23 disabled homeless persons, and a "Shelter Plus Care" activities to create permanent supportive housing for persons with disabilities including a specific focus on assisting U.S. Military veterans.

The City and the Upstate Community Development Consortium is currently working with Mr. Angelo Lamberty, from the U.S. Dept. of Housing and Urban Development, to develop a regional approach to update our collective Analysis of Impediments to Fair Housing. Mr. Lamberty has indicated that the New York State Division of Housing and Community Renewal is also collecting data for the State's analysis of this issue. We are currently in the process of investigating the most efficient manner to coordinate an Analysis of Impediments to Fair Housing at our regional level in conjunction with the data and efforts begun by New York State.

#### Strategy to Ensure Fair Access to Housing

The City of Saratoga Springs is committed to promoting fair access to housing for all of its residents without discrimination regardless of age, race, color, gender, religion, handicap, sexual orientation, familial status, or national origin. To ensure fair access to housing, the City has established a "Fair Housing Plan" that includes the following provisions:

- The Community Development Director shall serve as the Fair Housing Officer
- The City shall maintain, and make available to the public, the City's Affirmative Action Plan for Fair Housing, and all applicable local, State and Federal fair housing laws
- The City shall provide information on fair housing rights, regulations, referrals, and complaints on its community development website at: <http://www.saratoga-springs.org/cd/>
- The Office of Community Development shall assist the public in the filing of fair housing complaints with referrals to local, state and federal entities as appropriate

## HOMELESS

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

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

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural 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:  
Homeless Needs

In contrast to many other communities, homelessness in the Saratoga–North Country region is not necessarily exemplified by people living continuously “on the street”. Rather, homelessness in this region is often typified by short-term stays in emergency shelters with periodic stays with acquaintances, friends, family and then time “on the street”. Severe winter weather will force even the most intransigent to seek some form of refuge from the elements. Emergency shelters provide a measure of shelter for this population; however, shelter capacity, length of stay limitations and program requirements will ultimately limit the time one is able to remain in the shelter.

In addition, this region is uniquely impacted by the effects of an active summer tourist season. During this season, the area is flooded with visitors and staff and support service employees assisting seasonal activities such as the thoroughbred racing track, summer performing arts venues, a wide range of cultural events, and the seasonal draw of upstate New York. Given the extremely high demand for short-term housing during this period, housing costs dramatically increase as the housing supply is redirected towards the summer trade.

Even the low-cost motels traditionally used for emergency and transitional shelter are redirected towards the tourist trade. During these full-occupancy periods, persons in need of emergency shelter must seek accommodations in other less-serviced areas in Saratoga, Warren, Washington, and Hamilton counties and the balance of the Capital District.

Ultimately, the success of any strategy to achieve an objective is dependent upon the quality of data that supports the original identification of need. Effective strategies to address the needs of the homeless and chronically homeless must be supported by accurately identifying the needs of these individuals and families and matching them with appropriate community housing and support services. Given the interrelated geography, transportation, government and services within the Capital District, the most effective method to gather and analyze this data is through a coordinated regional approach incorporating the skills, experience and capacity of each of the homeless coalitions in this region. The City of Saratoga Springs is fully supportive of this strategy and is committed to the development of, and participation in, a regional HMIS.

The most recent point in time count of homeless persons in the City of Saratoga Springs identified a total of 174 sheltered (emergency and transitional) and 50 unsheltered homeless persons. This number includes persons identified by Shelters of Saratoga, CAPTAIN, Domestic Violence Services and other Saratoga - North Country Homeless Alliance participants. This number is the most reliable current count. However, the more Alliance participants are able to communicate and learn from each other, the more families and individuals that require services are more clearly identified and enumerated. It is hoped that the implementation of the regional HMIS will make this process more precise and produce a more accurate number.

## **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:

Homeless Needs Priorities

The City of Saratoga Springs serves as Chair and Lead Agency for the Saratoga – North Country Homeless Alliance. This broad alliance of housing and support service providers meet on a monthly basis to develop a needs assessment of the homeless system continuum of care to assist participants towards the ultimate goal of permanent housing.

In recent years, the City has facilitated the receipt of new lines of funding to address the needs of local homeless and chronically homeless. In 2001, the Saratoga Homeless Alliance applied for, and was granted, nearly \$732,000 in new Federal funding to begin a 5-year Shelter Plus Care program providing rental assistance and support services to disabled homeless persons and families. This Shelter Plus Care program continues to provide ongoing rental assistance for 26 units of permanent housing for disabled (formerly) homeless individuals and families. In 2002, the expanded Saratoga – North Country Homeless Alliance applied for, and was granted, over \$856,000 in new Federal funding to fund four new supportive housing programs to assist the homeless and chronically homeless.

Without sufficient and guaranteed funding to support the development of activities to support homelessness prevention needs, it is difficult to project numerical goals for each of the next five years. Nevertheless, over the next five years, the City shall give a high priority to activities that prevent homelessness and that assist in the provision of housing and support service needs for homeless and, especially, the chronically homeless as defined by the U.S. Department of Housing and Urban Development. Furthermore, the City shall continue to be an enthusiastic participant in the local Continuum of Care system and shall pursue activity funding through this means as it becomes available.

### **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:

Fundamental Components in the Homeless Continuum of Care System

COMPONENT: PREVENTION

CASE MANAGEMENT AND COUNSELING TO PREVENT HOMELESSNESS

- AIDS Council of Northeastern New York - provides a host of services including case management.

- Catholic Charities of Saratoga, Warren and Washington Counties - provides support services and programs for the community, elderly, youth and persons with HIV/AIDS. Services include education, prevention, crises intervention and support groups, case management, and mediation for elderly and frail elderly.

- Domestic Violence Services - provides "aftercare" services including crises intervention to prevent victims of domestic violence from reentering the cycle of homelessness and receives HIP funding for homelessness prevention.

- Saratoga County Economic Opportunity Council (EOC) - a county-wide community action agency administering programs including Emergency Services Program assisting families with information, advocacy, transportation, utility terminations, evictions, crises intervention, and advocacy in finding other services; Housing Services Program assisting families facing eviction, locating affordable housing, and preventing homelessness; Emergency food programs including a soup kitchen averaging 95 meals per day, 6 days per week, a food pantry serving more than 200 families per month, and a food buying club assisting more than 100 families per month expand their grocery purchasing power.

- Shelters of Saratoga - provides post-shelter follow-up with education, training, monitoring and advocacy to reduce instances of recidivism.

- Transitional Services Association - provides an "Intensive Case Management" program for the seriously and persistently mentally ill including essential service linking, monitoring and advocacy to ensure continuity of care and services.

LEGAL ADVOCACY

- Legal Aid Society of Northeastern New York - provides free civil legal services to low income homeless individuals including advice, brief service, settlement negotiation, and full representation in court or before an administrative agency. The Legal Aid Society also has a program of community legal education including publications of interest to Shelter Plus Care participants and in-person community legal education sessions.

SHORT-TERM FINANCIAL ASSISTANCE

- AIDS Council of Northeastern New York - provides rental support and short-term financial assistance and outreach to assist persons with HIV/AIDS from entering the cycle of homelessness.

- Catholic Charities of Saratoga, Warren and Washington Counties - provides funding for emergency assistance through financial support from FEMA.

- Saratoga Community Religious Institutions Program (SCRIP) - A four Church (United Methodist Church, St. Clements Roman Catholic Church, St. Peter Roman Catholic Church, Presbyterian/New England Congregational Church) collaborative effort to provide needy and responsible families with loans for housing security deposits or back rent.

#### HOW PERSONS ACCESS/RECEIVE ASSISTANCE:

Support services that prevent homelessness are clearly critical components of any continuum of care system. Effective support services successfully prevent persons from initially becoming homeless and provide the means to prevent a person from re-entering the costly and damaging cycle of homelessness.

The task of identifying/assisting persons at risk of homelessness is accomplished by a broad network of organizations within Saratoga, Warren, Washington, and Hamilton counties including the County Departments of Social Services, local food pantries, local service providers, churches and places of worship, and through communication with local police departments and even shopping centers. Service coordination then occurs through interagency communication.

#### COMPONENT: OUTREACH

##### OUTREACH IN PLACE FOR HOMELESS LIVING ON THE STREETS

Outreach services to the homeless and chronically homeless are an essential component in the Continuum of Care system. Effective outreach and assessment services to each of these populations halt the freefall into crises that accompanies homelessness and begins the networking of housing and support services to stabilize one's living situation.

Within the region, outreach to the homeless and chronically homeless individuals and families occurs in two ways: 1) street outreach; and 2) identification and referral by service providers and governmental agencies that work with the homeless, or those at risk of becoming homeless.

Chronically homeless typically face periods of secure refuge within emergency shelters, with friends, family and acquaintances, interspersed with less secure areas such as parks, building hallways, bus stations, railroad tracks, and other marginally outdoor locations. The type of outreach specifically targeting the needs of this population includes information and referral services, transportation, and the basic requirements of food, clothing and blankets. Within the Saratoga-North Country region, agencies providing these critical services include:

- CAPTAIN
- Shelters of Saratoga
- Saratoga County Economic Opportunity Council
- Saratoga County Rural Preservation Company
- VA Homeless Outreach Program
- Warren – Washington Community Action

It must also be recognized that other community entities are involved in this process of identification and referral such as the police departments, local business, banks, emergency rooms, etc.

#### OUTREACH IN PLACE FOR OTHER HOMELESS

Given the lack of a centralized intake and assessment position within the region, general outreach and referrals occur through great interagency cooperation and communication with local police departments, the County Departments of Social Services, local service providers, and medical providers including hospital emergency rooms. Homeless persons are also identified and referred by soup kitchens, the clergy, and human service organizations that provide a full range of supportive services.

#### FOR VETERANS

Agencies that provide referral and advocacy specifically targeting the needs of the homeless veteran population include:

- Adirondack Vets House
- County and State Divisions of Veteran's Affairs
- Saratoga County Rural Preservation Company
- VA Medical Center

#### FOR THE SERIOUSLY MENTALLY ILL

Agencies that provide referral and advocacy specifically targeting the needs of the seriously mentally ill include:

- County departments of Mental Health and Social Services
- County-wide Single Point of Entry (SPOE) program
- Transitional Services Association

#### FOR SUBSTANCE ABUSERS

Agencies that provide referral and advocacy specifically targeting the needs of the substance abusers include:

- Clinical Services
- County departments of Social Services
- Saratoga County Alcoholic Services
- The Prevention Council

#### FOR PERSONS WITH HIV/AIDS

Agencies that provide referral and advocacy specifically targeting the needs of persons with HIV/AIDS include:

- Albany Medical Center AIDS Treatment Program
- AIDS Council of NENY
- Catholic Charities of Saratoga, Warren and Washington counties
- County departments of Social Service

#### FOR VICTIMS OF DOMESTIC VIOLENCE

Agencies that provide referral and advocacy specifically targeting the needs of victims of domestic violence include:

- Catholic Charities of Saratoga, Warren and Washington counties
- County departments of Social Service
- Domestic Violence Services (of Saratoga County)

#### FOR YOUTH

Agencies that provide street outreach, referral and advocacy specifically targeting the needs of homeless youth include:

- CAPTAIN
- County departments of Social Service

#### COMPONENT: SUPPORTIVE SERVICES

##### CASE MANAGEMENT

Case management is the process through which service providers work with homeless individuals or families to develop, implement, monitor and modify an appropriate program of services to address the particular needs of that individual or family .

Case management is provided throughout all phases of the Continuum of Care including homelessness prevention, outreach, emergency shelter, transitional housing, permanent supportive housing, and supportive services and by the full range of Alliance service providers. Of particular note, is the range of Youth, General and Intensive Case Management programs offered by Transitional Services Association.

##### LIFE SKILLS

Life skills training is another critical component of the continuum of assistance provided by homeless support service providers. Alliance support service providers assist individuals and families in acquiring critical life management skills such as resource budgeting, money and household management, conflict resolution, food shopping and preparation, use of public transportation, and parenting skills to break the bonds of continuing homelessness. While the list of agencies that provide this assistance is expansive, examples include Transitional Assistance Association, Cornell Cooperative Extension, Shelters of Saratoga, Saratoga County Economic Opportunity Council, and Adirondack Vets House. This life skills training is a particular emphasis for agencies serving chronically homeless persons, youth, and persons with disabilities such as mental illness, chemical dependency and/or HIV/AIDS.

##### ALCOHOL AND SUBSTANCE ABUSE

Alcohol and substance abuse treatment is provided in the Saratoga–North Country Alliance area by the following:

- Baywood Center
- Clinical Services
- County departments of Social Services
- The Prevention Council
- Saratoga County Alcoholic Services

##### MENTAL HEALTH TREATMENT

Mental health treatment is delivered in the Saratoga–North Country Alliance area by the following:

- Adirondack Samaritan Counseling Center
- Catholic Charities of Saratoga, Warren and Washington Counties
- County departments of Mental Health and Social Services
- County-wide Single Point of Entry (SPOE) program
- Saratoga County Mental Health Clinic
- Transitional Services Association

#### HIV/AIDS-RELATED TREATMENT

HIV/AIDS-related treatment is delivered in the Saratoga–North Country Alliance area by the following:

- Albany Medical Center AIDS Treatment Program
- AIDS Council of NENY
- Catholic Charities of Saratoga, Warren and Washington Counties
- HIV/AIDS Coalition
- VA Medical Center
- Whitney M. Young, Jr. Health Care Center

#### EDUCATION

A number of local agencies provide General Equivalency Diploma (GED) programs for persons that did not have the opportunity to graduate from high school including those that are homeless. These organizations include:

- Adult education at local high schools and Adirondack Community College
- BOCES
- Glens Falls Independent Living Center
- Literacy Foundation

#### EMPLOYMENT ASSISTANCE

Agencies that provide education leading to employment, vocational training, and job placement in the Saratoga–North Country Alliance region include:

- Career Connections
- County departments of Labor
- Northeast Career Planning
- Saratoga County ARC
- Unlimited Potential
- VA Vocational Rehabilitation

#### CHILDCARE

Agencies that provide assistance with childcare needs specifically targeting those at risk of homelessness and those of low- and moderate income include:

- County departments of social services through Childcare Block Grant funding
- Head Start

#### TRANSPORTATION

Within the Saratoga–North Country Alliance region, the Capital District Transportation Authority provides transportation in the Capital District Region with Glens Falls Transit providing that service in the north country. In addition to these two transit systems, transportation assistance to veterans, persons of low- and moderate-income, those with special needs, and as part of an agency's program of assistance is provided by the following:

- ACCESS
- County departments of social services (bus tokens)
- Shelters of Saratoga, Saratoga Co. Rural Preservation Co., Adirondack Vets Home (on an as-needed basis)
- VA Van Service (Warren and Washington counties)

#### LEGAL SERVICES

The Legal Aid Society of Northeastern New York provides low-income individuals with advice, brief service, settlement negotiation, and full representation in matters involving entitlement advocacy, Social Security Disability payments, healthcare coverage, and housing-related assistance.

#### DOMESTIC VIOLENCE SERVICES

In addition to the local hospitals and emergency care facilities, service to assist the victims of domestic violence are provided by the Domestic Violence Services (Saratoga) and Domestic Violence Project of Warren and Washington counties.

#### HOW PERSONS ACCESS/RECEIVE ASSISTANCE:

There is a two-way referral mechanism between supportive service and housing providers in the Saratoga–North Country region. Agencies that provide supportive services to specific populations refer their clients to emergency shelters, transitional housing, and permanent housing programs. Conversely, housing programs refer residents to local agencies that provide the type of supportive services needed by each population. Linkage to supportive services is the primary task of case managers employed by both supportive service providers and housing agencies. These formal and informal linkages among these organizations will be further enhanced through the monthly meetings of the Saratoga Homelessness Alliance.

Homeless persons are assisted in their progression through the Continuum of Care by the provision of supportive services that are appropriate for their needs. These supportive services address the particular needs of each population and include, but are not limited to, case management, life skills training, alcohol and substance abuse treatment, mental health treatment, domestic violence services, HIV-related services, health care, education, employment assistance, child care, transportation, and assistance with entitlement benefits. There is a wide range of service providers in the region that are able to offer the level of service needed by various members of each population.

### **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:

#### Homelessness Strategy

Given the reoccurring nature of homelessness in this region, the Saratoga–North Country Homeless Alliance has focused much of its effort on addressing the needs of the chronically homeless. Towards this goal, Alliance participants such as the Shelters of Saratoga, CAPTAIN Youth Shelter, and the Saratoga County Rural Preservation Company expanded their street outreach programs including information and referral, transportation, food and blankets, which can slowly develop the rapport needed to move persons into housing.

A strategy in place to address the specific needs of the chronically homeless with mental illness is the Single Point of Entry (SPOE) program. A board of local service providers administers this collective and integrated case management program. This board conducts community-wide assessment of a person’s need, coordinates available services and makes appropriate referrals for transitional housing.

Saratoga–North Country Homeless Alliance participants are steadfast in their experienced belief that the struggle to end chronic homelessness can only be effectively advanced through an increase in the availability of permanent supportive housing and transitional housing with accompanying support services. The Alliance’s commitment to this strategy is evidenced by the successful 2001 Continuum of Care Homeless Assistance Shelter + Care rental subsidy proposal and the successful 2002 application for transitional and permanent supportive housing.

The following goals and action steps to end chronic homelessness is produced in conjunction with the participation and input from the Saratoga-North Country Homeless Alliance and its Continuum of Care program.

#### Goal #1:

Maintain & expand shelter and supportive services for chronically homeless  
- Seek funding to increase capacity of emergency shelters food pantries, & crisis support services

#### Goal #2:

Expand transitional supportive housing opportunities

- Facilitate program renewal funding for 2002 funded Adirondack Vets House
- Seek future Continuum of Care funding for additional transitional supportive housing opportunities

Goal #3:

Expand permanent supportive housing opportunities

- Continue 2001 Shelter + Care rental subsidy program and facilitate future program renewal funding
- Facilitate program renewal funding for 2002 funded permanent supportive housing program
- Seek future Continuum of Care funding for additional permanent supportive housing

Goal #4:

Maintain and expand advocacy for chronically homeless persons to enroll in mainstream programs

- Seek future Continuum of Care funding to continue providing this type of legal advocacy for the expanded Saratoga–North Country region

Goal #5:

Establish more accurate data to better identify needs and obstacles facing the chronically homeless

- Continue and support implementation of a regional Homeless Management Information System program in Capital District

Goal #6:

Educate community on issues of chronic homelessness

- Promote community discussions on homeless housing/service needs, de-stigmatization, affordable housing, etc.
- Continue participation in Saratoga Workforce Housing Partnership and other area affordable housing discussions

Chronic Homelessness Strategy

“Chronic homelessness refers to an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or has had at least 4 episodes of homelessness in the past 3 years. To be considered chronically homeless, persons must have been sleeping in a place not meant for human habitation and/or living in an emergency shelter during that time.”

In light of this definition, the objective to end chronic homelessness can only be met if sufficient resources are provided to 1) identify chronically homeless individuals and their particular support needs, 2) develop a sufficient continuum of housing options from emergency shelter, to transitional supportive housing, to permanent supportive housing, to non-supportive permanent housing, 3) provide sufficient resources to fund the extremely high level of support services and medical attention necessary to prepare these individuals for the necessary increasing levels of personal and financial responsibility and increased social and community participation.

Notwithstanding the tireless and dedicated efforts of the government, non-profit and faith-based organizations that provide housing and support services to the homeless and chronically homeless, there remain entrenched obstacles to achieving their ultimate objective. The Saratoga–North Country Homeless Alliance identifies the following obstacles to ending chronic homelessness:

- need for greater community awareness/understanding of needs of chronically homeless
- concern that increasing homeless housing and support services will attract more homeless and impoverished persons from neighboring and nearby communities
- increasing neighborhood opposition to the construction of special needs housing
- difficulty in community acceptance of "low-demand" housing construction
- insufficient funding for support service programs
- ineligibility of most chronically homeless persons for many "mainstream" programs
- need for additional transitional and permanent supportive housing
- need for additional resources to provide sufficiently high level of support to assist chronically homeless to more stable living environments

#### Homelessness Prevention

Within the continuum of housing and support services aimed at assisting the homeless, often the critical first, and reoccurring, service is that of homelessness prevention. The City has in the past and will in the future place a high priority on providing the emergency housing and homelessness support services to prevent the occurrence of homelessness.

#### Institutional Structure

Saratoga County is fortunate to have dedicated public non-profit and governmental organizations working in close collaboration to address the housing and support service needs of the homeless. The City's homelessness strategy is carried out via the Saratoga-North Country Homeless Alliance with the enthusiastic participation by a range of organizations serving the needs of Saratoga, Warren, Washington and Hamilton counties. This Alliance's intent is to encourage participation from veterans' organizations; agencies representing persons living with disabilities, mental illness, chronic substance abuse and/or HIV/AIDS; emergency shelter providers; support service providers; faith-based organizations; city, county, and state governmental agencies; housing developers, foundations; neighborhood organizations; and formerly homeless persons.

It was the consensus of this widely inclusive group that the City of Saratoga Springs, represented by its Office of Community Development, act as lead agency for this Alliance.

In 2001, the NYS Rural Housing Coalition provided generous technical assistance and resources to assist our individual organizations to establish the Saratoga Homeless Alliance to work towards a common goal. That is, to engage in coordinated area partnership to increase the availability and quality of housing and supportive services aimed at reducing homelessness.

Through the efforts of the Saratoga Homeless Alliance, the identified needs analysis, and coordinated program strategies, participating agencies individually, and as part of the Alliance, have been successful in pursuing new and expanded governmental and non-governmental sources of funding for their housing and service programs.

This success, and the Alliance's continuing investigation into area needs, service gaps and program geographies has prompted the incorporation of Warren, Washington, and now Hamilton counties into the Continuum of Care service area to create an efficient and coordinated approach to reducing homelessness in the Saratoga-North Country region.

The expanded Saratoga–North Country Homeless Alliance now consists of approximately 90 member participants including veterans’ organizations; agencies representing persons living with disabilities, mental illness, chronic substance abuse and/or HIV/AIDS; emergency shelter providers; support service providers; faith-based organizations; city, county, and state governmental agencies; foundations; neighborhood organizations; and formerly homeless persons. The Saratoga–North Country Homeless Alliance is recognized by local government and community as the responsible entity for conducting the Continuum of Care planning process. There is no duplication of effort or overlap with other local entities.

#### Discharge Coordination Policy

Support service providers within Saratoga-North Country region coordinate admissions, services, and planning with the discharge plans of local health care facilities, mental health care providers, substance abuse treatment providers, foster care and youth facilities, and jails and prisons.

Individual agencies routinely plan discharges from the above facilities into State or locally funded programs such as the Saratoga Springs Housing Authority, Transitional Services Association or rooms/apartments in the community. Case Managers regularly go to hospital, foster care, and jail discharge planning sessions to coordinate discharges into non-McKinney funded programs. For example, staff from all local mental health agencies meet on a bi-weekly basis for Single Point of Entry (SPOE) meetings, in which discharges of homeless persons who are mentally ill are prioritized and planned. Case managers, social workers, and other staff routinely meet with housing providers, hospital discharge teams, foster care planners, Saratoga County jail representatives, and the Discharge Coordinator from the Capital District Psychiatric Center to plan discharges into permanent housing whenever possible.

Individual agencies will continue to plan with local and State government to ensure as many persons as possible are placed into permanent housing in order to avoid homelessness. Moreover, the Saratoga-North Country Homeless Alliance will continue to address the issues of discharge planning in a systematic way in conjunction with appropriate divisions of State and local government.

### **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.

3-5 Year Strategic Plan ESG response:  
Not applicable.

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## COMMUNITY DEVELOPMENT

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### **Community Development (91.215 (e))**

\*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.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

#### 3-5 Year Strategic Plan Community Development response:

##### Non-housing Community Development Needs

The City recognizes that non-housing community development activities are integral components in promoting a sound living environment and encouraging expanded economic opportunities for persons of low and moderate income. The City identified the following priority needs for the next five years within available funding during that period.

##### Infrastructure - Medium priority:

- Sidewalk improvements to improve pedestrian access and handicap accessibility
- Curb and stormwater drainage improvements to improve the health, safety, and pedestrian access for neighborhoods of lower income

##### Transportation - Medium priority:

- Development of transportation options to improve access to affordable housing, services, and employment opportunities inside and outside the City

##### Economic Development - Medium priority:

- Expansion of City Economic Development Revolving Loan program to more actively promote employment opportunities for persons of low and moderate income

##### Public Services

Although limited to an annual statutory funding cap, and diminishing available resources, public service activities complement housing and non-housing community development activities in developing and promoting a sound living environment.

##### High priority:

- Public service programs to prevent homelessness
- Public service programs to promote a successful transition from homelessness to stable, productive living environments
- Public service programs that address the safety, education, and social needs of eligible children, youth and the elderly

- Public service programs that address the needs of public housing residents

#### Basis for Priority

As identified previously, it is difficult to project numerical goals for the next five years without sufficient and guaranteed funding to support the implementation of these efforts. Nevertheless, the City will select activities that demonstrate a competitive advantage each year over other applications including the greatest likelihood of overall success, consistency with the City's identified high priorities, and the ability to demonstrate identifiable accomplishments to gauge activity success.

#### Obstacles to meeting underserved needs

The greatest obstacle in meeting underserved needs in the City of Saratoga Springs is the decreasing availability of resources, changing policy directives, and uncertainty of future funding.

While Saratoga Springs has successfully developed a vibrant downtown business area, the City continues to pursue mechanisms to improve economic opportunities. Towards this goal, the City established the "Economic Development Revolving Loan Program" that provides low-interest business loans to stimulate job creation for persons of low and moderate income. This program is provided technical assistance by the Saratoga Economic Development Corporation and the Adirondack Trust Company and has the following guidelines:

- Eligible applicants must have a business physically located within City limits
- Eligible business include manufacturing, warehousing and wholesaling enterprises; service oriented businesses and retail establishments are evaluated on a case-by-case basis
- trade, finance, insurance and real estate businesses are not eligible
- Program goal is to create at least 1 job for every \$25,000 loaned

Program promotion and greater loan investments is somewhat limited by the currently small loan fund balance of this program.

## **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:

#### Anti-poverty Strategy

The ability to reduce the number of poverty-level families is directly related to sufficient funding, ongoing coordination, and the efficacy of local housing and support service delivery.

While overall program funding continues to decrease, especially for critical education, case management and support service needs, the City is committed to the coordination and enhancement of housing and nonhousing support service delivery. Towards this end, the Office of Community Development routinely collaborates with the Saratoga County Rural Preservation Company (Veteran assistance), the Shelter of Saratoga (homeless shelter provider, affordable housing advocate, and designated Neighborhood Preservation Company), the Saratoga County Economic Opportunity Council (county community action program agency for housing & support services including weatherization, WIC, Food pantry, etc.), the Workforce Housing Partnership of Saratoga County, Saratoga-North Country Homeless Alliance (Continuum of Care delivery), senior housing providers including the Senior Citizens Center of Saratoga Springs, Wesley and Raymond Watkin Apartments, the local housing authority, and a wide range of other housing and support service providers.

Furthermore, the communication, mutual problem-solving and referral discussions that occur at the monthly meetings of the Saratoga County Rental Assistance Program and the Saratoga - North Country Homeless Alliance has directly improved the efficacy and coordination of local housing and support service delivery.

The City remains committed to assisting its neediest residents to become more self-sufficient through the combined efforts of these social service and housing agencies. This common goal and close interagency cooperation and referral ensures that a full continuum of care is available to those in need. These organizations demonstrate a continuing commitment to make the most efficient use of resources to benefit the most people.

### **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.

3-5 Year Strategic Plan LIHTC Coordination response:  
Not applicable.

## **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:

**Special Needs Objectives**

As identified previously, it is difficult to project numerical goals for the next five years without sufficient and guaranteed funding to support the implementation of these efforts. Nevertheless, the City will select activities that demonstrate a competitive advantage each year over other applications including the greatest likelihood of overall success, consistency with the City's identified high priorities, and the ability to demonstrate identifiable accomplishments to gauge activity success.

Given decreasing overall funding and statutory limitations on public service activities, over the next five years, the City has identified the following high priority non-homeless special needs:

- activities that address the safety, education and social needs of the most vulnerable segments of our population including children, youth and senior citizens

In addition, and inconsideration of additional funding available to public housing authorities, the City identifies as medium priority activities that address the needs of public housing residents.

**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, 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 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:

Reliable numbers for total persons, and total persons by subpopulations, that are not homeless but may require special housing or support services are not readily available. Nevertheless, the organizations identified below serve and address the range and extent of these special needs.

#### Basis for Priority

As identified previously, it is difficult to project numerical goals for the next five years without sufficient and guaranteed funding to support the implementation of these efforts. Nevertheless, the City will select activities that demonstrate a competitive advantage each year over other applications including the greatest likelihood of overall success, consistency with the City's identified high priorities, and the ability to demonstrate identifiable accomplishments to gauge activity success.

#### Obstacles to meeting underserved needs

The very nature of "special needs" population requires ongoing investment above and beyond the simple provision of selected services and the acquisition of housing. The success of any program to address "special needs" population is greatly dependent upon the continuing investment and availability of education, outreach and case management services. Housing without a coordinated and reliable program of supportive services for the "special needs" population will not produce the desired results of permanent housing and stable, productive living environments. Therefore, the greatest obstacle in meeting underserved needs in the City of Saratoga Springs is the decreasing availability of resources, changing policy directives, and the uncertainty of future funding.

#### Facilities and Services

Given the City's historical role as the "urban center" for the predominantly rural Saratoga County, its central location, and its significant population base, Saratoga Springs has become the desired location for a host of organizations serving the City and surrounding communities. The following is a sampling of the diversity of services offered to those with broadly defined special needs in the City.

#### WESLEY HEALTH CARE CENTER

- A 356 bed residential health care center predominantly serving the frail elderly
- Facility includes services for patients with HIV/AIDS and a 30 bed Alzheimer's unit

#### ALTERRA ADULT CARE FACILITY

- A 42 unit facility providing market rate assisted living opportunities for the elderly

#### SARATOGA SPRINGS SENIOR CENTER

- Facility is owned by the City with oversight provided by a community board
- Services provided include low cost meals and a host of subsidized recreation activities funded, in part, by the City and the Saratoga County Office for the Aging

#### SARATOGA HOSPITAL NURSING HOME

- A 72 bed residential health care center predominantly serving the frail elderly

SARATOGA COUNTY OFFICE FOR THE AGING

- Provides a wide range of coordination, support, and referral services for the elderly and frail elderly including subsidized housekeeping and personal care services

SARATOGA HOSPITAL MENTAL HEALTH UNIT

- A 16 bed in-patient treatment center for persons suffering from mental illness

SARATOGA COUNTY MENTAL HEALTH CLINIC

- Provides day-treatment, crises intervention services, and recreational activities through Friendship House located on Church Street

FOUR WINDS PSYCHIATRIC CENTER

- A 60 bed in-patient treatment center for persons suffering from mental illness

TRANSITIONAL SERVICES ASSOCIATION, INC. (TSA)

- Operates 2 community residences with 24 hr/day care for adults with psychiatric disabilities
- Hammond House and Stonebridge each houses 11 persons with 2 additional emergency beds at Stonebridge
- Operates the 9 bed Kaydeross House for girls exhibiting behavioral or emotional problems
- Also operates scattered site programs serving 61 persons
- All residential programs provide case management, counseling, daily living skills training, social activities and referrals to vocational rehabilitation, day treatment and out-patient therapy programs

UNLIMITED POTENTIAL, INC.

- Assists with job training and employment placement for persons with developmental disabilities
- Includes on-site contract work and supervised off-site training and employment

SARATOGA COUNTY ASSOCIATION OF RETARDED CITIZENS (ARC)

- Coordinates information on residential and day services for all Saratoga County residents with developmental disabilities
- Manages 2 group homes in the City housing a total of 18 persons
- Provides case management and support services including respite care, independent living training, adult social club, and home care

LIVING RESOURCES CORPORATION, INC.

- Manages a number of intermediate care facilities for developmentally disabled adults
- Currently provides housing facilities for 37 residents with plans for an additional 4 bed house

AIM SERVICES, INC.

- Owns and manages 3 group residences for the developmentally disabled
- Provides housing, 24 hr/day supervisions and support services for a total of 20 persons

SARATOGA COUNTY OPTIONS FOR INDEPENDENT LIVING

- Provides a range of services to persons with physical disabilities or impairments
- Services include identification of benefits, counseling and skills training, equipment

loans and construction guidance for accessibility modifications and improvements

#### CATHOLIC CHARITIES OF SARATOGA, WARREN AND WASHINGTON COUNTIES

- Provides a host of services and programs for the community, elderly and youth including:
  - Support and services for persons with HIV/AIDS including education, prevention, intervention and support groups
  - A prevention/diversion program, Saratoga Youth Mentoring, that develops mentoring relationships between at-risk youth and successful area professional persons
  - Case management, crisis intervention and mediation for elderly and frail elderly
  - Youth employment training and placement

#### FRANKLIN COMMUNITY CENTER

- Provides case management, crisis intervention and a variety of supportive programs including "Project Lift", a youth drug/delinquency prevention program for at-risk families and children

#### SARATOGA CENTER FOR THE FAMILY

- Provides a range of programs and services to prevent child abuse and educate and strengthen families to reduce the effects of child abuse and neglect
- Services include case management, counseling, crises intervention and prevention, child care, transportation, individual and group therapy

#### KIDS.NET

- A coalition of non-profit organizations, families, schools and business persons providing a forum with the mission to improve the quality of life for children and their families. Projects currently under development include:
  - "Covered Bridge Apartments" – affordable transitional housing with on-site supportive services including day care
  - "Hugs" – an after, and out-of, school childcare program to provide safe, constructive, recreational and educational experiences during normally unsupervised hours

### **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 Strategic Plan Specific Special Needs Objectives response:

#### Special Needs Objectives

Please see response to "Specific Special Needs Objectives (91.215)) above.

## **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 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 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 must 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:  
Not applicable.

### **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:  
Not applicable.

### **OTHER NARRATIVE**

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