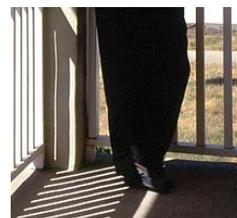


Consolidated Housing & Community Development Plan

CITY OF GRIFFIN, GEORGIA

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SEPTEMBER 2012

Acknowledgements

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Executive Summary

Purpose of the Plan

The Consolidated Housing Plan provides Griffin with a comprehensive review and analysis of housing, homeless, special needs/vulnerable populations and community development needs culminating in a 5-Year Strategic Development Plan. The 5-Year Strategic Development Plan outlines specific objectives, provides strategies, prioritizes needs, and identifies funding sources to help the City of Griffin to transform itself into a more vibrant and sustainable community.

Although sponsored by the City, a Consolidated Housing Plan aims to serve the network of housing partners and service providers in a community. The collaboration of the City, consultant team, Georgia Department of Community Affairs, and stakeholders generates a framework for individual efforts to support common goals and program objectives. This Plan builds on the community's prior efforts by bringing together needed resources into an integrated housing and community development strategy based on a participatory process among citizens, organizations, businesses, government, and other stakeholders. This plan promotes decent housing, a sustainable environment, and expansion of economic opportunities for the community. This comprehensive document provides the most recent, in-depth data to best understand the housing needs the community faces. This plan incorporates an implementation plan that identifies potential funding sources and community-sponsored programs to ensure success.

Consolidated Plan Time Frame

This Plan covers the period from October 1, 2012 through September 30, 2017. It was prepared during a planning process conducted between May 2012 and August 2012.

Data Analysis

This Plan includes the analysis of data from a variety of sources, including the U.S. Census Bureau, Department of Housing and Urban Development, and local sources in order to identify housing and community needs in the City of Griffin. In addition, extensive interviews and site tours have been conducted to fully understand existing conditions and needs in the community that may not appear in the data alone. Mapping tools have also been used to geographically identify areas in need of special attention.

Citizen Participation and Stakeholder Input

The consultant team engaged the community in a number of different public input forums to determine needs and priorities in the Consolidated Housing Plan. Community meetings, stakeholder meetings, numerous interviews with service providers, a flyer, a survey, and a website provided extensive feedback from community members. This feedback was used with the results of the data analysis to identify areas of need, develop overall goals, and create strategies for achieving them.

Identified Priorities

Federal block grants sought by the City with the assistance of this plan are used to benefit low- and moderate-income households and neighborhoods. In Griffin, since the median household income is far lower than the income level that HUD uses to define “low income,” these funds can be used for a wide variety of purposes and in a number of large neighborhoods. Additionally, activities that benefit low- and moderate-income residents have a positive impact on the community at large, helping the entire City.

The data analysis and community engagement revealed particular areas of improvement and need for programs and activities. The following priorities were identified:

- Provide adequate and affordable housing.
- Stabilize and strengthen neighborhoods.
- Eliminate substandard housing and blight.
- Make safe and secure housing available for special needs populations.

Many of the goals and strategies identified can be achieved by adopting an overarching goal of eliminating blight and poverty. Activities that can be applied to work towards this goal include:

- Providing access to a variety of housing options to promote family and community stability, including both rental and owner units for families in all stages of life.
- Improving the employment opportunities for Griffin residents through job training programs, transportation assistance, childcare options, and incentives that attract new employers to the city.
- Founding neighborhood associations that will direct volunteer, community-driven efforts towards improving their neighborhoods’ physical appearance and promoting safety.

- Coordinating with the Griffin-Spalding County School System to improve education outcomes and graduation rates.
- Instituting financial training programs that help citizens with financial planning, job application and training, and home purchase and ownership costs.
- Promoting Lifelong Communities with housing and transportation options, healthy lifestyles, and expanded information and access to services for residents of all ages, throughout all stages of life.

Implementation Plan

A variety of federal and state funding sources are available for housing and community initiatives. Details on how these funding sources can be applied are found in Chapter 6: Potential Funding Sources. In addition, there are numerous low- or no-cost programs that the City can implement that will involve community members and address other housing and community development issues. The Five-Year Strategic Plan, which is included at the end of this document, identifies the parties responsible, time frame, and estimated cost for each of the strategies identified in the plan. Implementing this plan will help the City of Griffin provide affordable, safe, and decent housing to all members of the community.



Introduction

About the City

The City of Griffin, Georgia is an established, diverse community with significant historic and cultural features located 40 miles south of Atlanta, Georgia. It is currently home to almost 24,000 people and encompasses over 14 square miles. It is the county seat of Spalding County, which has a total population of approximately 64,000. Some prominent features of the City include a large Municipal Park and golf course, the University of Georgia Griffin Campus, Southern Crescent Technical College, and the Spalding Regional Medical Center.

Spalding County is located within the Three Rivers Regional Commission (“TRRC”), just south of the metropolitan Atlanta area. The TRRC is a regional planning commission that includes Butts, Carroll, Coweta, Heard, Lamar, Meriwether, Pike, Spalding, Troup, and Upson Counties. It is a quasi-governmental regional planning organization that develops, promotes, and provides comprehensive planning and development services to make the local communities in the region better places to live and work. The TRRC achieves this by providing technical assistance to state and federal agencies as well as local governments in promoting quality growth and development.

History of the City

The City of Griffin emerged as a busy center of the southern economy in the early 1900s. Approximately eleven textile mills were built within or adjacent to the city limits, providing housing and base services to employees and residents of the surrounding areas and contributing largely to the success of the economy. The textile industry was the largest employer through most of the twentieth century. In the 1970s and 1980s, the textile mill owners sold their mill village homes to private owners, most of whom purchased the homes as investment rental properties.

As the mills closed in the later part of the twentieth century, Griffin’s economic growth slowed. Declining home ownership and poor maintenance of properties by absentee landlords have contributed to the deterioration of many once-thriving neighborhoods. However, other manufacturers and large employers continue to bolster Griffin’s economy and provide jobs for the community.

What is Affordable Housing?

One of the primary goals of completing a Consolidated Housing Plan is to make affordable housing accessible to the entire community. Everyone needs affordable housing, not just low income individuals. The generally accepted definition of affordability is for a household to pay no more than 30 percent of its *gross* monthly income on housing. Families who spend more than this are considered to be cost burdened and may have a hard time paying for other necessities like food, clothes, transportation, and health care. If a family or households spends more than 50 percent of its annual income on housing, it is considered to be severely cost burdened.

Housing costs do not only include monthly rent or a mortgage payment. The total cost of housing also includes utilities, which can cost several hundred dollars per month, especially in the summer months. Homeowners also count insurance, taxes, homeowners' association fees, and maintenance in to their housing costs. It is easy to see how monthly housing costs can quickly add up and how important it is to make sure that affordable housing is available to households at all income levels. Housing has grown much more expensive over the past twenty years. In fact, a family with one full-time worker earning minimum wage cannot afford the local fair-market rent for a two bedroom apartment anywhere in the United States (source: HUD Office of Community Planning & Development). Families who pay more than they can afford on housing costs often have difficulty paying for college or housing down payments, so it is challenging for them to save for the future and make investments in their personal and financial growth.

Many U.S Department of Housing and Urban Development ("HUD") programs determine eligibility based on how much a family earns compared to the Area Median Income ("AMI"). Griffin (and all of Spalding County) falls into the Atlanta-Sandy Springs-Marietta HUD Area, where the 2010 AMI is \$69,300. The definitions of HUD's income categories are below and discussed further in Chapter 2: Housing Needs and Market Assessment.

- Extremely low income: < 30% of AMI, or less than \$20,800 for a family of four
- Very low income: 30 - 50% of AMI, or less than \$34,650 for a family of four
- Low income: 50 - 80% of AMI, or less than \$55,450 for a family of four

In the City of Griffin, the 2010 Census median household income is \$32,116. **A family who earns the median household income in Griffin actually earns less than 50% of the AMI and is considered very low income.** While Griffin's median income indicates that many families struggle financially, it also means that many of them qualify for a number of housing programs administered by HUD. Reaching a goal of housing affordability occurs in two directions: raising household income and establishing a larger affordable and decent housing stock. Therefore, strategies in this plan include both economic development and housing efforts. The overarching goal of the City in completing this Consolidated Housing Plan is to combat poverty in the City and create a higher quality of life for all residents, making housing safe and affordable to everyone.



Citizen Participation and Consultation

Citizen Participation Plan

The Griffin Consolidated Housing and Community Development Plan public participation process relied on various techniques and levels of involvement. Public input is crucial to fully inform the plan in terms of existing conditions, community goals and values, issues and opportunities, and needs and desires. The following Citizen Participation Plan addresses citizens, non-profit organizations, and other interested parties who have been afforded opportunity to review and comment on the original citizen participation plan, on substantial amendments to the citizen participation plan, and must help make the citizen participation plan public.

Project Management Team

The Consolidated Housing and Community Development Plan was guided by a project management team that consisted of the consulting team and representatives from the City of Griffin Planning & Development Services Department, Economic Development Department, and the Housing Authority of Griffin (Griffin Housing Authority).

Public Involvement

The citizen participation plan has provided for and encouraged citizens to participate in the development of the consolidated plan. There has been a focus on obtaining participation from low- and moderate-income residents where housing and community development funds may be spent.

The participation plan has encouraged participation from all residents including minorities and persons with disabilities by making sure all public meetings were held in ADA accessible facilities. The City has also encouraged the participation of local and regional institutions, the Spalding County Collaborative and other organizations (including businesses, developers, nonprofit organizations, philanthropic organizations, community and faith-based organizations) in the process of developing and implementing the consolidated plan.

The City has also encouraged the participation of residents of public and assisted housing developments and recipients of tenant-based assistance in the process of developing and implementing the consolidated plan, along with other low-income residents of targeted revitalization areas in which the developments are located. In fact, the City has partnered with the Griffin Housing Authority as part of the Project Management Team for this project. The Griffin Housing Authority will have copies of all final documents to make available at the annual public hearing as required for the Public Housing Agency Plan.

Meetings and Outreach

Various methods of outreach were used throughout the planning process at key stages to gain feedback from all the stakeholders and community members. Meeting notices were distributed throughout the city, emailed to stakeholder groups, and communicated

through the website (griffinproject.wordpress.com) prior to each community meeting. All meetings took place in the Stuckey Auditorium at The University of Georgia's Griffin Campus, 1109 Experiment Street.

Community Meeting: Plan Overview and Needs Assessment | June 28, 2012

Citizens who attended this meeting learned about the housing and community data that had been collected. The City discussed programs that are already underway in regard to housing issues. Much of the meeting was spent in an open discussion about needs and issues that are important to the community. The meeting attendees talked about the perceived problems in the community, reasons for them, and potential solutions.

Stakeholder Breakfast | June 29, 2012

Key stakeholders who play a role in community development and housing were invited to this meeting to discuss their needs. The project management team presented initial findings in housing and demographic data. Most of the meeting was spent seeking input from the stakeholders about specific issues that are relevant to them and exploration of potential solutions.

Community Survey

In an effort to receive detailed feedback on a number of issues relating to City of Griffin housing and community development, the team provided an online survey and hard copies at all public meetings.

Project Website

A project website was developed at the onset of the study to provide access to all relevant materials. A study timeline, meeting schedule, description, agendas, meeting minutes, contact information, and a link to the community survey were posted at www.griffinproject.wordpress.com. (Figure 1)



Figure 1. Griffin Consolidated Plan Website

The screenshot shows the Griffin Consolidated Plan Website. At the top, there is a navigation menu with links for Home, Project Area, Project Management Team, Resources, and Contact Us. Below the navigation is a large banner with the text "THE CITY OF GRIFFIN CONSOLIDATED HOUSING PLAN". The main content area is divided into two columns. The left column features two articles: "Community Meeting 1" and "Housing Survey". The right column features "Upcoming Events" for June 2012 and a "Project Overview" section with a grid of images and a descriptive paragraph.

Home Project Area Project Management Team Resources Contact Us

THE CITY OF GRIFFIN CONSOLIDATED HOUSING PLAN

Community Meeting 1

Posted: June 27, 2012 | **Author:** [alliej](#) | **Filed under:** [Uncategorized](#) | [Comments Off](#)

We hope to see you at the first meeting for Griffin's consolidated housing plan! Please join us on Thursday, June 28th, from 6:30 to 8:00 p.m. at the Stuckey Conference Center Auditorium, 1109 Experiment Street. Join your neighbors and community service groups to discuss **housing needs** and **challenges** in the city and help to develop a plan to best meet those needs.

Housing Survey

Posted: June 27, 2012 | **Author:** [alliej](#) | **Filed under:** [Uncategorized](#) | [Comments Off](#)

Please take our quick survey on housing conditions and needs in the City of Griffin. Access the survey at <https://www.surveymonkey.com/s/griffinhousingplan>.

Upcoming Events

JUNE 2012

- JUNE 28: COMMUNITY MEETING #1
- JUNE 29: Stakeholder Breakfast

Project Overview

The Consolidated Housing Plan will provide Griffin with a comprehensive review and analysis of housing, homeless, special needs/vulnerable populations and community development needs culminating in a 5-Year Strategic Development Plan.

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Housing Market Analysis and Needs Assessment

Basic Demographic Information

Griffin’s population in 2010 was 23,643. The City comprises over one-third of Spalding County’s total population of 64,073. There are 10,524 housing units in the City of Griffin, with an average of 2.25 persons per household. Fifty-three percent (53%) of Griffin’s population is female (compared to 51% in the state of Georgia as a whole). There are 8,941 households in the City of Griffin with an average of 2.43 persons per household.

According to age distribution, Griffin’s population is similar to the entire state of Georgia. However, Griffin does have a smaller share of individuals in the 35- to 49-year age range (19%, compared to Georgia’s 22%). People in this age group are typically considered to be in their prime home-buying and family-forming years, so a difference in this group’s population size could have an impact on housing trends in the city.

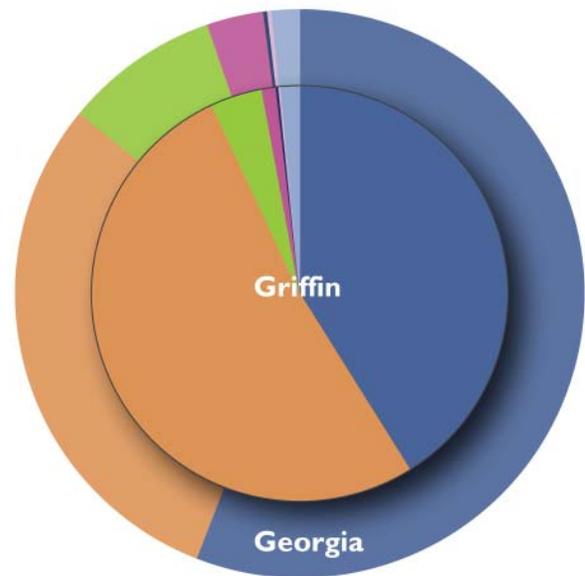
Over half of the City of Griffin’s population is black (52%), and about 41% is white non-Hispanic. The remaining seven percent of the population consists of Hispanic/Latino, mixed race, American Indian/Alaska Native, and Native Hawaiian. Griffin has a greater minority population than the state of Georgia, where white individuals make up 56% of the population and the black population comprises 30%.

Table 1. Population by Age

	City of Griffin		Georgia	
	Pop.	%	Pop.	%
Total population	23,643	100%	9,687,653	100%
0 to 19 years	7,098	30%	2,781,629	29%
20 to 34 years	5,092	22%	2,015,640	21%
35 to 49 years	4,531	19%	2,120,201	22%
50 to 64 years	3,977	17%	1,738,148	18%
65 and over	2,945	12%	1,032,035	11%

Source: Census 2010 Summary File

Figure 2. Population by Race



	Griffin	Georgia
White	41%	56%
Black	52%	30%
Hispanic/Latino	4%	9%
Asian	1%	3%
American Indian/Alaskan	< .5%	< .5%
Native Hawaiian/Other	< .5%	< .5%
Two or More Races	1%	2%

Population Trends

From 1990 to 2000, Griffin experienced a population boom, as did the rest of Georgia. Both Georgia and Griffin experienced a 7% increase in the rate of population growth, but Georgia’s population was growing much faster (at a rate of 26%) than Griffin’s (10%). From 2000 to 2010, population growth rates declined in the state as well as in the City. The rate of growth in both areas fell to below the growth rate of the 1980s, with Griffin’s population growing at just 1% from 2000 to 2010.

Griffin’s population has remained relatively stable over the past several decades, growing just **14%** since 1980. By contrast, Georgia has grown by 77% over the same time period.

Population projections calculated in 2004 estimated Griffin’s 2020 population to reach 25,926 (City of Griffin 2024 Comprehensive Plan, Jordan, Jones & Goulding). This projection assumes the 10% growth from 1990 to 2000 will continue through 2010 and 2020. However, the actual realized population growth from 2000 to 2010 was much slower, suggesting that this 2020 projection will not be met.

The number of persons per household in Griffin has fallen as well, from 2.76 in 1980 to 2.58 in 2010.

Educational Attainment

Educational attainment in Griffin is lower than in the state of Georgia as a whole. 60% of adults aged 25 and above have no more than a high school diploma, compared to 45% in the state. 25% have not graduated from high school (16% in Georgia). Those who do graduate from high school do so later; 39% of individuals aged 18 to 24 do not have a high school degree, almost twice the population in the state (21%). Only 22% of people aged 25 and above in Griffin have an associate’s, bachelor’s, or professional degree, compared to 35% in Georgia. The low educational attainment in Griffin contributes to the high poverty rate and low median household income.

Table 2. Population Over Time, Griffin and Georgia

	1980	1990	2000	2010
Griffin	20,728	21,347	23,451	23,643
GA	5,462,982	6,478,149	8,186,453	9,687,653

Source: U.S. Census, Griffin 2024 Comprehensive Plan

Figure 3. Population Change Over Time, Griffin and Georgia

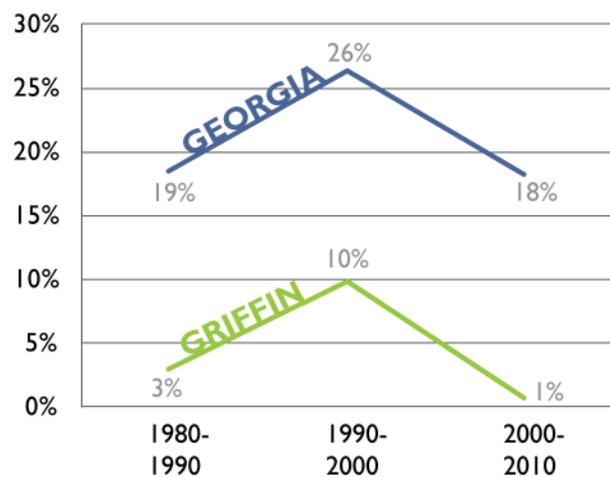


Table 3. Highest Level of Education Attained, 2008-2010

	Griffin	Georgia
Population aged 18 to 24		
Less than high school graduate	39%	21%
High school graduate or equiv.	28%	32%
Some college or associate's degree	27%	39%
Bachelor's degree or higher	6%	7%
Population aged 25 and above		
Less than 9th grade	9%	6%
9th to 12th grade, no diploma	17%	10%
High school graduate or equiv.	35%	29%
Some college, no degree	17%	21%
Associate's degree	3%	7%
Bachelor's degree	13%	18%
Graduate/professional degree	6%	10%

Source: U.S. Census Bureau Table S1501

Household Income / Poverty

The 2010 Census household income in Griffin is \$32,116, well below the median income in the state of Georgia and the Atlanta metropolitan area. This means that half of the households in Griffin earn less than \$32,116 in a year, and half of the households in Griffin earn more than \$32,116. The average household size in Griffin is 2.43 people.

The U.S. Department of Housing and Urban Development (“HUD”) uses a slightly different indicator of median income. HUD measures the Area Median Income (“AMI”) for the entire Atlanta metropolitan statistical area, which includes the City of Griffin, at \$69,300 in 2011-2012. AMI is based on Census data but adjusted by family size to represent the median annual income for a family of four. AMI is used for various programmatic reasons, such as determining eligibility for Section 8/Housing Choice Vouchers, the Low Income Housing Tax Credit, and other housing programs. The details of these programs are discussed later in this section; however, it is important to note here that **the median household income in Griffin alone is far lower than the median household income in the entire Atlanta area, which means that even more households are eligible for programs administered by HUD.**

Poverty rates in 2010 reached a fifteen-year peak for the entire U.S. due to the economic recession and historic unemployment rates. However, Griffin’s poverty rate was still relatively high as compared to state and national levels. The poverty rate indicates the number of individuals living in households that earn less than the poverty threshold annual income amount. The U.S. poverty threshold varies based on family size, number of children, and elderly status, but was \$22,314 for a family of four in 2010. For individuals over 65 living alone (which comprise 10% of the households in Griffin), the poverty threshold is \$10,458. **Griffin’s poverty rate is 40%**, as compared to the U.S. poverty rate of 25%.

Table 4. Census Median Household Income, 2010

Griffin	\$32,116
Spalding County	\$40,170
Atlanta Metropolitan Area	\$57,550
Georgia	\$49,347
United States	\$50,046

Source: U.S. Census 2010

Table 5. Poverty Rate, 2008-2010

	Poverty Rate
Griffin	40%
Spalding County	34%
Georgia	27%
U.S.	25%

Source: American Community Survey 2008-2010

The poverty rate in Griffin is 40%.

Housing Supply & Demand

The following table provides a summary of information on Griffin's homes and households from the 2010 United States Census. Overall, the local problems concerning housing are not concerned with supply, but quality and affordability. Griffin falls behind the regional average and often the state average on many measures of the housing market, including rate of renter occupancy, housing condition, and cost burden. It also suffers from a high poverty rate.

Table 6. Housing Summary

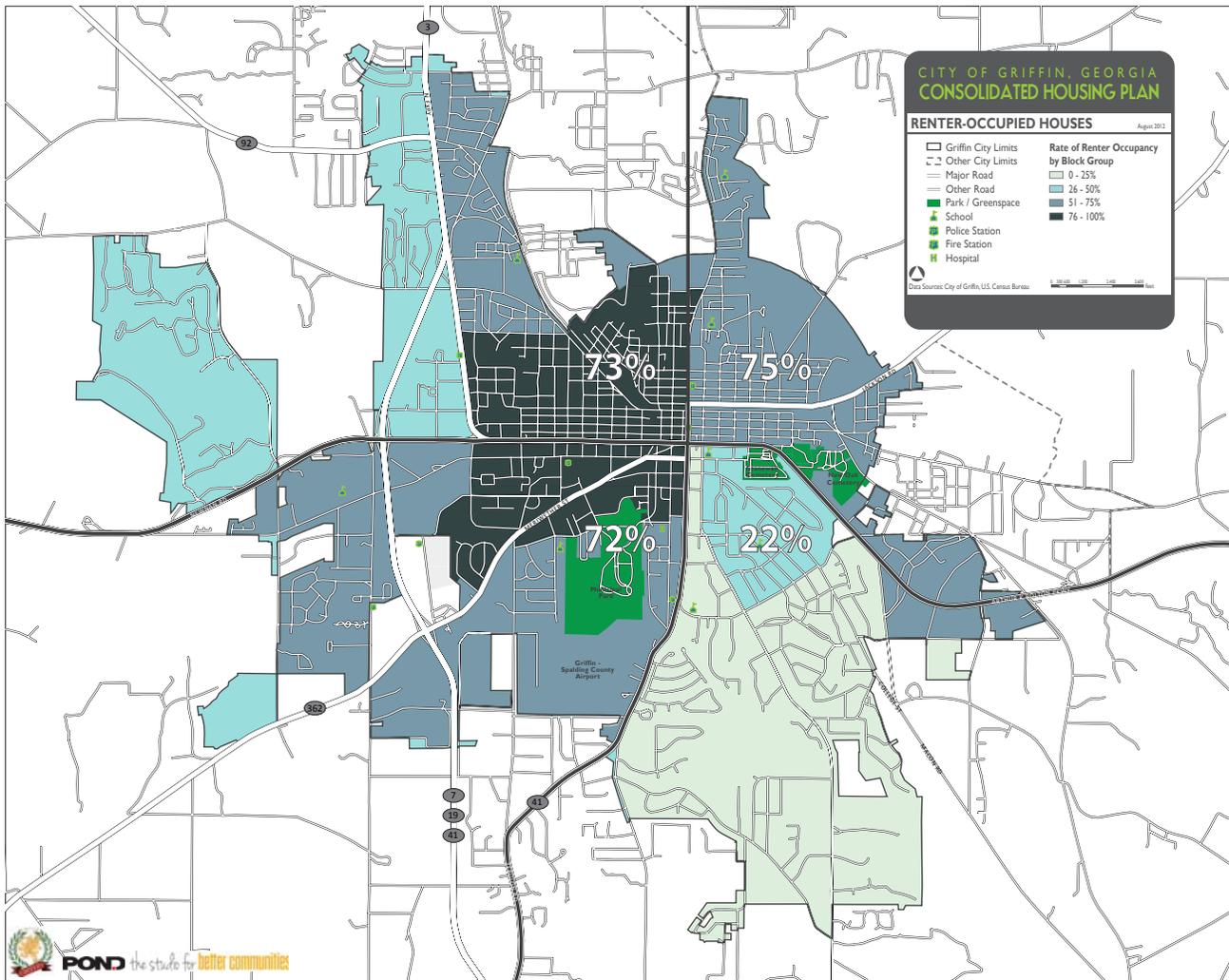
	Units	%
Total housing units	10,524	
Occupied housing units	8,941	85%
Vacant housing units	1,583	15%
For rent	945	60%
Rented, not occupied	18	1%
For sale only	165	10%
Sold, not occupied	40	3%
For seasonal, recreational, or occasional use	37	2%
All other vacants	378	24%
Homeowner vacancy rate	n/a	4%
Rental vacancy rate	n/a	15%
HOUSING TENURE		
Occupied housing units	8,941	
Owner-occupied housing units	3,514	39%
Population in owner-occupied housing units	8,536	
Average household size of owner-occupied units	2.43	
Renter-occupied housing units	5,427	61%
Population in renter-occupied housing units	14,500	
Average household size of renter-occupied units	3	

Source: Census 2010 Summary File

There are **10,524** houses in the City of Griffin, according to the 2010 United States Census. Of these, **3,514, or 39%, are owner-occupied, and 5,427 (61%) are renter-occupied.** A 50/50 owner/renter balance was historically used as an indicator of neighborhood stability. Griffin’s renter occupancy rate has grown slightly over the past decade; it was 57% in 2000. The adjacent map illustrates the rate of renter occupancy by census tract. The northeast part of Griffin has the highest rate of renter occupancy, or the lowest homeownership rate, but the northwest and southwest quadrants have similar rates. The southeast portion of Griffin has a low rate of renter occupancy.

The owner/renter ratio in Griffin is 39% / 61%. A 50/50 balance historically indicated neighborhood stability.

Figure 4. Rate of Renter Occupancy by Census Block Group (2010) Map



Vacancy

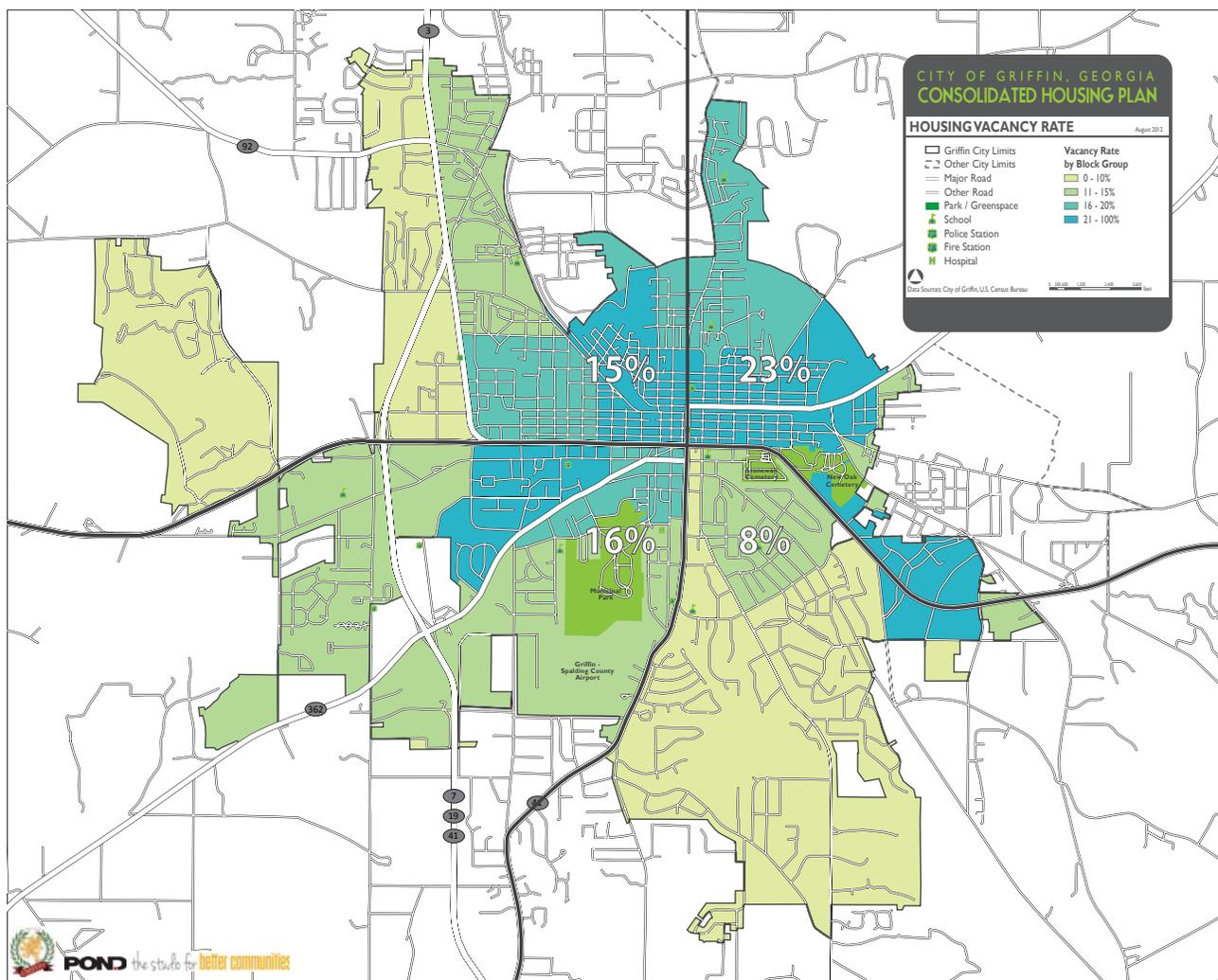
The housing vacancy rate is one measure of general housing availability. A low vacancy rate – less than five percent, for example – suggests that households will have difficulty finding housing within their price range. Conversely, a high vacancy rate may indicate either a high number of housing units that are undesirable for occupancy, or an oversupply of housing. By maintaining a “healthy” vacancy rate of between five and eight percent, housing consumers have a wider choice of housing types and prices to choose from. As vacancy rates drop, shortages generally raise housing costs and limit choices.

The vacancy rate is highest in northeast Griffin, at 23%. The southeast areas of the City have the lowest vacancy rate: 8%.

The 2010 vacancy rate in Griffin was measured to be 15%. Field surveys suggest that the actual rate may be higher.

Georgia’s housing vacancy rate in 2010 (according to the Census Bureau) was 12%.

Figure 5. Vacancy Rate by Census Block (2010) Map



Of the 10,524 houses in Griffin, 1,583 are vacant and 8,941 are occupied, according to the 2010 Census. The 2010 **housing vacancy rate** was **15%**. As shown in Table 6, **most of the vacant properties (60%) are currently listed for rent**. Almost a fourth of them are vacant for other reasons, and ten percent are for sale. Georgia’s 2010 housing vacancy rate was 12%.

The housing vacancy rate in Griffin has increased steadily over time, from 4.9% in 1980 to 7.7% in 1990, 8.2% in 2000, and 15% in 2010.

Housing Types

Almost three quarters of the total occupied units in Griffin are single family homes or townhouses. Twenty-two percent (22%) of the units are in apartment buildings with two to nine units. Only 4% are in larger apartment buildings, and there are a few mobile homes as well. Renters are far more likely to live in multi-family housing than homeowners; only 1% of owner-occupied homes in Griffin are in multi-family buildings. (Please note that information about housing types is only available in this level of detail from the American Community Survey three-year estimates. Therefore, the total number of occupied units does not equal the 2010 Census count of occupied housing units.)

Table 7. Griffin Housing Types, 2008-2010

	All		Owner Renter	
	#	%	%	%
Total Occupied Units	9,429	100%		
1, detached or attached	6,855	73%	99%	52%
2 to 9 units	2,114	22%	1%	39%
10 or more units	410	4%	0%	8%
Mobile home and other	50	1%	0%	1%

Source: American Community Survey 2008-2010, Selected Housing

Projected Demand for Housing

The projected demand for housing in 2020 includes both demand from population growth and demand for new construction resulting from the high percentage of dilapidated residences. The most recent population

projections available are from the City of Griffin 2024 Comprehensive Plan. These projections assume that population will grow from 2000 to 2010 and 2020 at the same 10% rate of growth that the City experienced from 1990 to 2000. However, as discussed above, the population size was stagnant from 2000 to 2010, so this projection may be high. Assuming the 2020 population reaches this projection of 25,926, and assuming that household size remains unchanged at 2.58 persons per household, the City will have 10,049 households in 2020. Assuming a healthy vacancy rate of 7% (which covers time that houses are on the market for rent or for sale), the City will need a total of 10,752 housing units. The 2020 demand for additional housing units *based on population growth alone* is 228.

In addition, projected demand for housing must account for the condition of the 10,524 existing housing units. The City has identified that approximately 25% of the housing units surveyed are substandard and require either demolition or major rehabilitation. Of the current 10,524 housing units, approximately 2,631 will need to be replaced. **Accounting for these units, actual demand for housing construction will be closer to 2,800, far higher than the net demand that would accommodate population growth alone.**

Table 8. Griffin Projected Demand for Housing, 2020

	#
2010 Population	23,643
2010 Housing Units	10,524
2010 Occupied Housing Units	8,941
Projected 2020 Population	25,926
Persons per Household	2.58
Projected 2020 Households	10,049
Plus Typical/Healthy 7% Vacancy	703
Total 2020 Housing Demand	10,752
2020 New Population Demand for Housing	228
2020 New Housing to Replace Dilapidated	2,631
2020 Net Demand for Housing	2,859

Source: Census 2010 Summary File; population projection: Jordan, Jones & Goulding, 2004

Employment

Jobs/Housing Balance

There are 12,992 people employed within the City of Griffin. 85% of them live outside the city, but the remaining 15% (which actually comprises over twenty percent of the city's working population) live in Griffin. With 12,992 jobs and 8,941 households, Griffin has an excellent **jobs/housing balance of 1.45**. However, wages are low in Griffin, given the median income of \$32,116 in Griffin compared to the AMI of \$69,300.

Table 9. Griffin Jobs-Housing Balance

	People	%
Employed in Griffin	12,992	100%
Employed in Griffin, living outside	11,044	85%
Employed and living in Griffin	1,948	15%
Living in Griffin and employed	9,407	100%
Living in Griffin, employed outside	7,459	79%
Living and employed in Griffin	1,948	21%

Source: U.S. Census Bureau Center for Economic Studies Longitudinal Employer-Household Dynamics, 2010.

The largest non-manufacturing employers in the City are the Griffin-Spalding County School System, the Spalding Regional Medical Center, the City of Griffin, and the UGA Griffin Campus. The table below shows the largest manufacturing employers in Griffin; however, interviews with the Spalding County Development Authority suggest that employment numbers are subject to variation.

Table 10. Griffin Largest Manufacturers

	Employees
Caterpillar, Inc.	900
1888 Mills/Southern Terry	375
Norcom	280
AEP Industries, Inc	250
Supreme Corp.	200
Fashion Industries	200
William Carter Company	168
Vernay Manufacturing, Inc.	160
EXOpack, LLC	160
International Paper	150
Bandag, Inc.	129
Perkins-Shibaura Engines	124
Marino Ware, Inc.	100

Source: Spalding County Development Authority

Unemployment Rate

In the Atlanta metropolitan area, the current unemployment rate (May 2012) is 8.6%, just above the national rate of 8.2%. The 2008-2010 American Community Survey estimates Griffin's unemployment rate was 14.3%; the same data source reports that the Atlanta metro area's unemployment rate was 10.4% over the same period of time. **In 2010, Griffin's unemployment rate was 17.3%**. (Source: Southwest Griffin Redevelopment Plan, 2010)

Work Ready Program

Griffin and Spalding County are among Georgia's Certified Work Ready Communities. The Georgia Work Ready initiative was launched in August 2006 by then-Governor Sonny Perdue and the Georgia Chamber of Commerce to improve the job training and marketability of Georgia's workforce and drive future economic growth for the state. The unique initiative assesses the portable, real-world skills – reasoning, reading, and basic mathematics – of Georgia's workers, provides valuable job training, and helps companies match the right people with the right jobs. For workers who obtain the Work Ready Certificate, enhanced employability is demonstrating to employers that the applicant has portable skills and is ready, willing and able to work and learn. In order to be designated as a Certified Work Ready Community, counties must encourage the current workforce to earn Work Ready Certificates, show a commitment to improving public high school graduation rates, and build community commitment for meeting these goals.

Georgia Work Ready assists communities in cultivating economic development strategies to attract new businesses and preserve the health of their existing economic base. For businesses, participating in the program has many benefits, including improving employee selection and advancement procedures. Being a Certified Work Ready Community also demonstrates that a community's current labor force can fill existing jobs and meet the changing labor needs of the future. Workers who receive their Work

Ready Certificate have the skills necessary for existing jobs as well as the skills to master the technologies of tomorrow’s jobs.

Southern Crescent Technical College is a Georgia Work Ready Partner and is one of the access points for workers to obtain the Work Ready Certificate. For those enrolled in adult education or GED classes, the Department of Adult Education at Southern Crescent Technical College provides computer based training that prepares individuals to take the Work Ready Certificate assessments or improve their scores and gain a higher level certificate.

Household Types

Currently, the City of Griffin has 8,941 households. Thirty-seven percent (37%) of them (the same share as in the state of Georgia) have children under 18, but Griffin has many more single-parent households than the state. Ten percent (10%) of Griffin’s households are occupied by individuals aged 65 or over and living alone, compared to seven percent (7%) in Georgia.

For planning purposes, HUD also categorizes households into the following subsets:

- Elderly households – one or more persons aged 65 or over
- Small households – one or two persons
- Large households – five or more persons

HUD’s 2006-2008 Comprehensive Housing Affordability Strategy data reports the number of households in each of these categories for all of Spalding County. Over half of the households in the County are small, non-elderly families. Elderly households comprise 22% of the households in the County, and 9% are large families.

Table 11. Griffin Household Types, 2010

	Griffin		Georgia	
	HHs	%	HHs	%
Total households	8,941	100%	3,585,584	100%
Households with children under 18	3,281	37%	1,318,834	37%
Male householder, no wife present	250	3%	80,664	2%
Female householder, no male present	1,320	15%	320,430	9%
Households with adults over 65	2,222	25%	760,707	21%
Male householder over 65, alone	223	2%	74,248	2%
Female householder over 65, alone	746	8%	194,126	5%

Source: Census 2010 Summary File

Table 12. Spalding County Household Types, 2005-2007

Household Type	#	%
Total households	22,195	100%
Large family	2,090	9%
Small family, non-elderly	11,350	51%
Small family, elderly	2,590	12%
Non-family, non-elderly	3,900	18%
Non-family, elderly	2,265	10%

Source: Comprehensive Housing Affordability Strategy (2006-2008)

Renters in Griffin, as in all of Georgia, tend to be younger.

About 30% of owner-occupied homes in Griffin have a head of household aged 65 or older, compared to about 22% in Georgia as a whole. As residents age and homes pass on to the next generation, many previously owner-occupied homes become rental properties.

CHAPTER 2

As seen in Table 13, renters in Griffin (and in the entire state) tend to be younger. About 30% of owner-occupied homes in Griffin have a head of household aged 65 or older, compared to about 22% in Georgia as a whole. As residents age and homes pass on to the next generation, many previously owner-occupied homes become rental properties, and some are poorly maintained. However, the popularity of rental housing among older adults is increasing, and as the senior population of metro Atlanta grows, demand for rental housing will grow as well.

Nineteen percent (19%) of households earn between \$15,000 and \$24,999, the largest household income group comprising almost twenty percent of households in Griffin. Twenty-six percent (26%) of the heads-of-household between the ages of 25 and 44 fall into this household income category. These individuals are typically considered to be in their prime family-forming and home-buying years; however, these households earn less than Griffin’s median income, making home ownership and maintenance challenging.

Figure 6. Age of Householder by Household Income

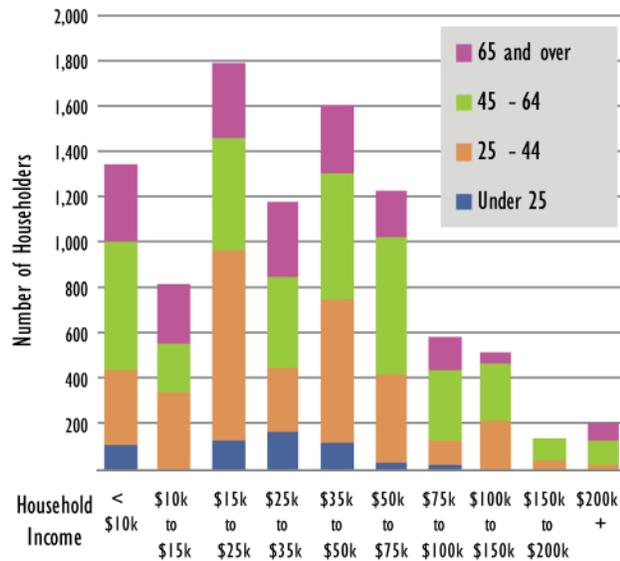


Table 13. Tenure Status by Age of Householder, Griffin & State

City of Griffin				
Householder Age	Owner		Renter	
All	4,143	100%	5,286	100%
15 - 24	78	2%	501	9%
25 - 34	258	6%	1,346	25%
35 - 44	788	19%	802	15%
45 - 54	975	24%	1,067	20%
55 - 59	292	7%	458	9%
60 - 64	309	7%	498	9%
65 - 74	592	14%	353	7%
75 - 84	660	16%	167	3%
85 +	191	5%	94	2%

Georgia				
Householder Age	Owner		Renter	
All	2,326,880	100%	1,161,469	100%
15 - 24	27,934	1%	136,205	12%
25 - 34	263,381	11%	333,063	29%
35 - 44	490,250	21%	261,281	22%
45 - 54	566,066	24%	196,081	17%
55 - 59	250,565	11%	68,075	6%
60 - 64	225,245	10%	54,939	5%
65 - 74	299,167	13%	60,895	5%
75 - 84	157,528	7%	33,710	3%
85 +	46,744	2%	17,220	1%

Source: American Community Survey (2008-2010) Table B25007

19% of households earn between \$15,000 and \$24,999, the largest household income group.

26% of householders between the ages of 25 and 44 fall into this household income category. These families are typically considered to be in their family-forming and home-buying years; however, these households earn less than Griffin’s median income.

Housing Affordability Analysis

Rental Market

Griffin has a large rental market, with over 60% of households occupying rental units. Typical rental rates are shown in the table below. These rates are from the summer of 2012 and were retrieved from a sample of approximately one hundred rental properties of modest and acceptable quality from a variety of sources. As they are rental rates current as of July 2012, they reflect the actual rental market at this time.

Table 14. Griffin Observed Rents, 2012

Rent	Bedrooms			
	1	2	3	4
Low	\$314	\$350	\$575	\$950
Median	\$500	\$572	\$750	\$1,100
High	\$824	\$710	\$895	\$1,250
Avg Size (SF)	675	925	1250	n/a

Sources: Zillow, Craig's List, Hotpad, Georgia Housing Search

The U.S. Department of Housing and Urban Development’s Fair Market Rent (“FMR”) represents the 40th percentile rent in a community. It is considered to be a level where the rental unit will be of modest but acceptable quality. Fair market rents are often used to calculate eligibility and payment standards for HUD programs. They are calculated for the entire Atlanta metropolitan area, based on income and rent data. HUD’s FMR for Griffin is shown in the table below.

Table 15. Spalding County Fair Market Rents, 2012

Efficiency	1 BR	2 BR	3 BR	4 BR
Current 2012 Fair Market Rents				
\$699	\$757	\$842	\$1,025	\$1,118
Proposed 2013 Fair Market Rents				
\$676	\$734	\$874	\$1,158	\$1,406

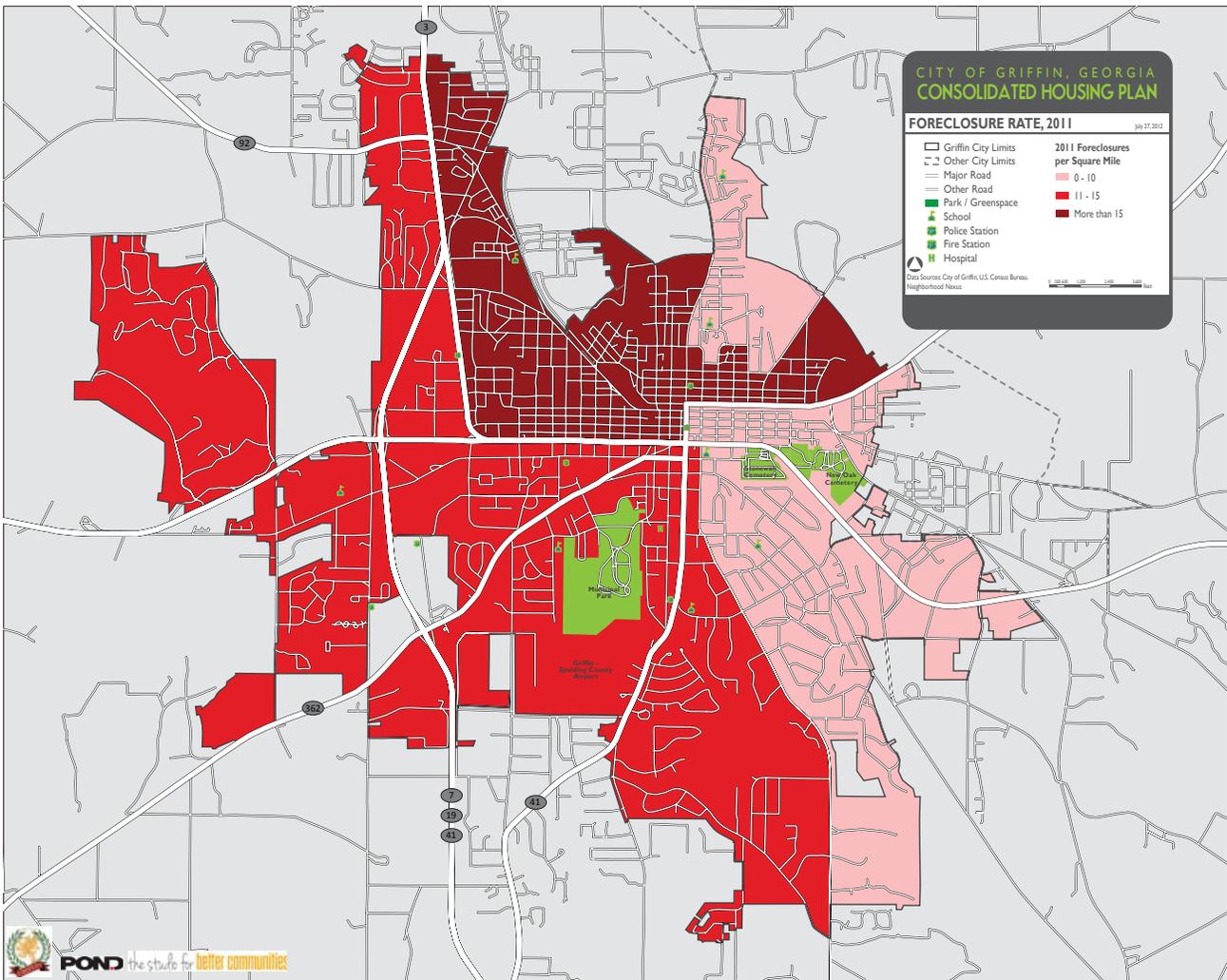
Source: HUD

It is important to keep in mind that appropriate housing opportunities exist along a continuum ranging from a simple studio apartment rental unit to the grandest mansion for homeownership. Renting can be a smart strategy for many people at different times of life—for the new professional getting established, for someone who is making a life transition such as a move to a new area or change in family status, or for older persons looking to downsize and simplify life. In addition, the recent mortgage foreclosure crisis has translated into a higher proportion of people who prefer rental housing to homeownership. Finally, renting is the most affordable option for many low-income households and represents the most sustainable model for maintaining housing stability. It is housing stability, not homeownership per se, that makes strong communities possible.

Community transformation is possible in communities with a high proportion of rental housing. For example, the University area just outside the City of Tampa was known for many years as an area of transiency, increasingly dilapidated housing, and high crime rates. Despite the area being comprised of 87% renters, a multi-sector effort to improve conditions has resulted in dramatically improved housing opportunities and infrastructure, the introduction of new schools, a health center, a large non-profit community center with programs for children, youth, and adults, and decreased rates of violent crime. Spearheaded by the University Area Community Development Corporation, these efforts have received statewide and national attention as a model for community transformation.

Foreclosures still plague the U.S. housing market and are especially problematic in Georgia, which had the highest national foreclosure rate in May 2012. One in every 300 homes in Georgia had a foreclosure filing, compared to one in 639 nationally. With one in every 224 housing units experiencing a foreclosure filing, the Atlanta metro area had the second highest foreclosure rate of any metropolitan area nationally, trailing only Riverside, California. The City of Griffin's foreclosure rate in May 2012 was 1 in 269. The map below illustrates the rate of foreclosure in the City of Griffin in foreclosures per square mile.

Figure 8. Foreclosure Rate by Census Tract, 2011



Affordability Based on Income

HUD considers any household that pays more than 30% of its monthly income on housing costs to be cost burdened.

Table 16 shows the maximum total monthly housing costs for a household at varying income levels must pay to avoid experiencing cost burden (or severe cost burden). Also included are the number of households in Griffin (from the 2008-2010 American Community Survey three-year estimates) that earn less than the corresponding annual income, but more than the prior level. For example, there are 819 households that earn between \$10,000 and \$14,999 a year, so they must

pay less than \$375 per month on their total housing costs to avoid being cost burdened. An individual earning the current state minimum wage of \$5.15 and working full time earns \$10,712 a year and would fall into this income category. Utility costs can be as high as \$200 or more per month, especially in the summer months when the cost of electricity is high; if we assume an average cost per month for utilities of \$200, this same household can only afford to pay \$175 for its rent or mortgage payment, along with any other housing costs. The next section discusses actual cost burden rates in the City of Griffin, and the data indicate that there is a housing affordability problem.

Table 16. Maximum Monthly Housing Costs to Avoid Cost Burden

Annual Income	# HHs Earning Equal to or Less Than	Max Monthly Housing Cost to Avoid Cost Burden < 30% Income	Max Monthly Housing Cost to Avoid Severe Cost Burden < 50% Income
Median \$32,100	4,715	\$803	\$1,338
\$10,000	1,348	\$250	\$417
\$15,000	819	\$375	\$625
\$25,000	1,792	\$625	\$1,042
\$35,000	1,179	\$875	\$1,458
\$50,000	1,607	\$1,250	\$2,083
\$75,000	1,229	\$1,875	\$3,125
\$100,000	587	\$2,500	\$4,167
\$150,000	520	\$3,750	\$6,250
\$200,000	141	\$5,000	\$8,333

Source: American Community Survey (2008-2010) Table C19001

* The amount listed in the table above represents the entire amount a household can afford on their *total* housing costs. It includes utilities (electric, gas, water, and trash pick-up) and, for homeowners, "PITI" (principal, interest, taxes, and insurance), maintenance costs, and homeowners association fees.

The U.S. Department of Housing and Urban Development Fair Market Rent ("FMR") represents the 40th percentile rent. It is considered to be a level where the rental unit will be of modest but acceptable quality.

Fair market rents are often used to calculate eligibility for HUD programs. They are calculated for the entire metropolitan area, based on income and rent data.

HUD considers a household paying more than 30% of its monthly income on housing to be cost-burdened. The table at left shows acceptable monthly rents/mortgage payments* for households at varying income levels.

Housing Problems

The table below reports the rate of incidence of any Census-defined housing problems in Spalding County. Housing problems are far more common in renter-occupied houses. The most common problem is cost burden (discussed more below). In Georgia, about 64% of households have no housing problems, compared to 60% in Spalding County. The most common housing problem in all of Georgia is also cost burden.

Table 17. Spalding County Housing Problems (Census), 2006-2008

Type	All HHs		Own	Rent
	#	%	%	%
All Households	22,195	100%		
No housing problem	13,400	60%	71%	42%
No income / cash rent	570	3%	0%	6%
Substandard [1]	80	0%	0%	0%
Cost burdened	4,671	21%	19%	25%
Severely cost burdened	2,995	13%	9%	22%
Overcrowded	465	2%	1%	5%
Severely overcrowded	15	0%	0%	0%

Source: Comprehensive Housing Affordability Strategy (2006-2008) Table 3

Notes:

- [1] Here, "substandard" is based on the Census definition that includes only those houses with no kitchen and/or indoor plumbing.

Cost Burdened Households

Under federal guidelines, **moderately cost burdened** households pay between 30 and 50% of their gross monthly income on housing costs. **Severely cost burdened** households pay more than 50% of their gross monthly income on housing costs. For renters, housing costs include rent and utilities (electric, gas, water, sewer, and trash). For homeowners, housing costs include "PITI" payments (principal, interest, taxes, and insurance), utilities, maintenance costs, and homeowners' association fees.

Table 18. Spalding County Cost Burden by Federal Income Category, 2005-2007

Federal Income Level	#	%
All households	22,195	100%
Moderately cost burdened (> 30%)	4,670	21%
>80% AMI	540	12%
50.01 - 80% AMI	1,595	34%
30.01 - 50% AMI	1,470	31%
<= 30% AMI	1,065	23%
Severely cost burdened (> 50%)	2,995	13%
>80% AMI	35	1%
50.01 - 80% AMI	150	5%
30.01 - 50% AMI	595	20%
<= 30% AMI	2,220	74%

Source: Comprehensive Housing Affordability Strategy (2006-2008)

In Spalding County, 34% of households are cost burdened; 21% are moderately cost burdened, and 13% are severely cost burdened. Renters are more likely to be cost burdened, with almost half experiencing some level of cost burden and 22% experiencing severe cost burden.

Housing problems are far more common in renter-occupied houses. The most common problem is cost burden. Cost burdened households pay between 30 and 50% of their monthly income on housing costs. Severely cost burdened households pay more.

In Georgia, about 64% of households have no housing problems, compared to 60% in Spalding County. The most common housing problem in all of Georgia is also cost burden.

Housing Conditions, Including Substandard Units

Another measure of the City's housing stock is housing condition. Housing is considered substandard when any of the following conditions are met (Section 11-11, Code of City of Griffin):

- Each building lot that does not have sufficient slope to drain surface water from the entire lot by gravity drainage.
- Those whose walls or partitions or supporting members, sills, joints, rafters, or other structural members list, lean, buckle, or are rotted, deteriorated, damaged, inadequate or insufficient for the strength and stability of the structure or any portion thereof.
- Those which have improperly distributed loads upon the floors, or roofs, or in which the same are overloaded or have insufficient strength to be reasonably safe for the purpose used.
- Those premises, including vacant lots, which have an accumulation of dirt, junk, filth, rubbish, garbage, debris, or combustible materials, or excessive growing weeds or grass or similar matter which are conducive to fire or spread of fire.
- Those whose foundations, foundation walls, piers, or other foundation supports are insufficient, deteriorated, damaged, or inadequate for supporting the structure.
- Those which have parts thereof which are so attached or in such condition that they may fall or collapse. This includes, but is not restricted solely to, defective steps, stairs, landings, or porches.
- Those having inadequate facilities for egress in case of fire or panic, or those having insufficient stairways or other means of exiting.
- Those in which the interior walls and ceilings of all rooms, closets, and hallways are not finished of suitable materials and maintained in such a

manner so as to enable the occupants to maintain reasonable privacy between various spaces, and will, by use of reasonable housing methods, be in the promotion of sanitation and cleanliness.

- Those of which the roof, flashings, exterior walls, basement walls, floors, and all doors and windows exposed to the weather are not constructed and maintained so as to be weather and watertight.

Households living in substandard housing may be exposed to health or safety threats, which, in turn, could adversely affect the safety and quality of life of neighborhoods. Such households are considered in need of housing assistance to correct any serious health or building safety problems, such as structural, plumbing, mechanical or electrical problems, and the presence of unhealthful conditions or materials, e.g. asbestos and lead-based paint.

The City of Griffin conducted an assessment of housing conditions in 2007. 6,410 houses were evaluated according to their exterior condition, windows, foundation, doors, roof line, walls, and any trash on site. Their overall scores were calculated and assigned a condition grade, shown in the adjacent table. Average housing scores by census block are illustrated in the map below, as well. The City's assessment rated a quarter of the homes as either deteriorated or dilapidated. Substandard housing units are concentrated in the north neighborhoods of Griffin, along with some south and southwest of downtown.

The U.S. Census Bureau polls respondents about the interior condition of their homes and compiles information on substandard housing units. Here, "substandard" housing refers to homes that lack indoor plumbing or kitchen facilities. Approximately 80 homes in Spalding County were classified as substandard by the Census Bureau during the period 2006-2008; due to differences between how the Census defines substandard and definitions used by the City of Griffin, the Census figures significantly understate the number of substandard residential structures in the area.

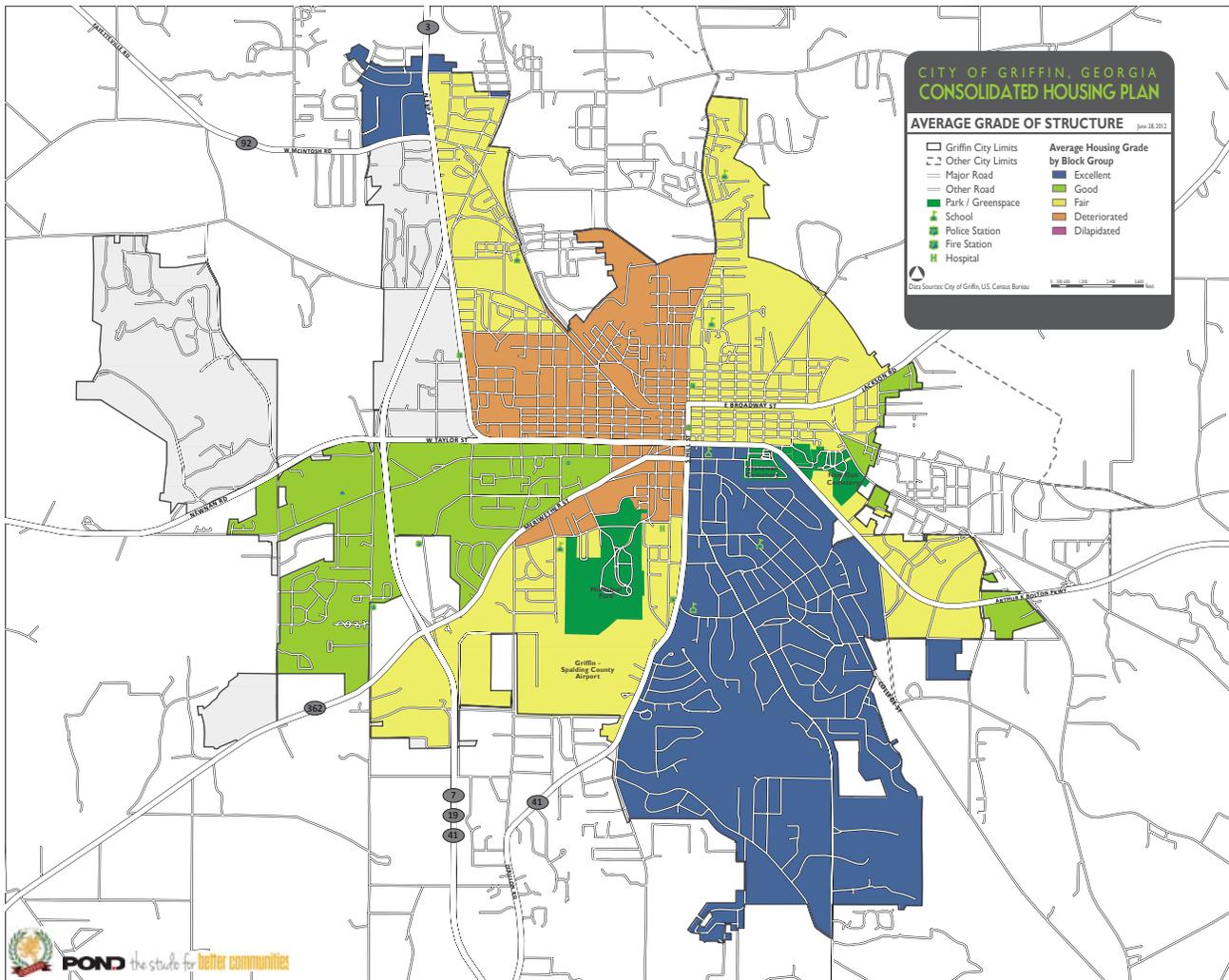
Table 19. Griffin Housing Conditions 2012

Condition	Households	%
Excellent	3,492	54%
Good	562	9%
Fair	737	11%
Deteriorated	1,063	17%
Dilapidated	556	9%

26% of the houses in Griffin were recently rated as deteriorated or dilapidated.

Source: City of Griffin

Figure 9. Average Housing Condition Grade by Census Block



Elderly Housing Issues

About 40% of all households experience some type of housing problem. Table 20 categorizes households as non-elderly, elderly (at least one person between 62 and 74 years old, but no one aged 75 or older), and extra-elderly (at least one person aged 75 or older). These households are further categorized according to their federal income level, or how their household income compares to the Area Median Income. Understandably, households that earn the lowest incomes (less than 30% of the AMI) experience more housing problems. However, elderly and extra-elderly households are no more likely to experience housing problems than non-elderly families, with each household type experiencing housing problems at rates of 35% to 38%. Extra-elderly households are far more likely to earn less than non-elderly or elderly households. Those earning less than 80% of AMI are less likely to experience housing problems than elderly or non-elderly households in the same income categories, perhaps because many of them may own their homes and have lower housing costs. Elderly and non-elderly households in the extremely low and very low income categories have the greatest housing problems, with about 80% of extremely low households in both categories experiencing housing problems.

Table 20. Spalding County Housing Problems in Elderly and Low-Income Households, 2006-2008

	Total Households	%	Housing Problems	%
Non-elderly				
All HHs	16,055	72%	6,000	37%
< 30% AMI	2,960	18%	2,365	80%
30-50% AMI	1,980	12%	1,630	82%
50-80% AMI	3,565	22%	1,330	37%
80-95% AMI	1,600	10%	250	16%
> 95% AMI	5,950	37%	425	7%
Elderly				
All HHs	3,740	17%	1,320	35%
< 30% AMI	695	19%	560	81%
30-50% AMI	485	13%	300	62%
50-80% AMI	890	24%	420	47%
80-95% AMI	375	10%	15	4%
> 95% AMI	1,295	35%	25	2%
Extra-elderly				
All HHs	2,390	11%	910	38%
< 30% AMI	1,040	44%	600	58%
30-50% AMI	510	21%	170	33%
50-80% AMI	515	22%	125	24%
80-95% AMI	65	3%	-	0%
> 95% AMI	260	11%	15	6%

Source: *Comprehensive Housing Affordability Strategy (2006-2008)*

Table 5

The data do not indicate a major difference in housing problems of any type between elderly and non-elderly households. In all groups, about 35-40% of households experience some type of housing problem.

Specific Housing Objectives

The City has previously identified a number of housing needs and objectives and has implemented programs to meet them.

Community HOME Investment Program (CHIP)

The Community HOME Investment Program (“CHIP”) assists local governments, nonprofit organizations, and public housing authorities to meet affordable housing development needs in their communities. The City works with the Griffin Housing Authority in the initial application process. CHIP channels funds that the Georgia Department of Community Affairs receives from the HOME program to local governments like Griffin to support a range of programs, including direct rental assistance and buying, building, or rehabilitating affordable housing. The City has closed on twelve CHIP-assisted houses, benefiting thirteen low- to moderate-income individuals, with more preparing to close. The CHIP program has been extended through 2013.

Neighborhood Stabilization Program (NSP)

Griffin’s Neighborhood Stabilization Program (“NSP”) is managed by the Griffin Spalding Land Bank Authority. The program recently purchased twenty single-family homes (ten in the City and ten in Spalding County) to rehabilitate and re-sell or lease at a level affordable to households earning 120% or less than the Area Median Income. Two of these homes have already been sold. Funds for the Griffin NSP are provided by the Georgia Department of Community Affairs, which distributes grants received under the CDBG Neighborhood Stabilization Program, Title III of the Housing and Economic Recovery Act of 2008.

Substandard Abatement Program

As part of the Substandard Abatement Program, all properties in the City were surveyed and ranked as excellent, good, fair, deteriorated, or dilapidated. The City identified clusters of unoccupied deteriorated or dilapidated housing structures to target for demolition, creating the maximum impact in an area. In the 2013 fiscal year, the City has identified thirty homes for demolition.

Community Tax Incentive Program

The City of Griffin’s Community Tax Incentive Program’s goal is to eliminate blight and encourage the revitalization of neighborhoods. The City evaluates housing structures and identifies those that provide substandard living conditions. After twelve months, if no repairs have been made and the property is still substandard, the property receives a blight notice. The blight tax increases the homeowner’s property tax to seven times the millage rate. Code enforcement activities are funded with the additional taxes received.

Urban Redevelopment Plans

The City of Griffin has completed urban redevelopment plans in five key locations: Southwest Griffin, Downtown, North Hill Street, West Griffin, and the Thomaston Mill neighborhood. A plan for the Fairmont community is currently underway. Please see Figure 10 for locations of these study areas. Urban redevelopment plans are tools to address slum, blight, disinvestment, poverty, and quality of life issues. They are prerequisites to qualifying for state funds and incentive programs, such as Opportunity Zones and Enterprise Zones. The Planning & Development Services Department and the Downtown Development Authority are actively pursuing new opportunities for public and private investment in these redevelopment areas.

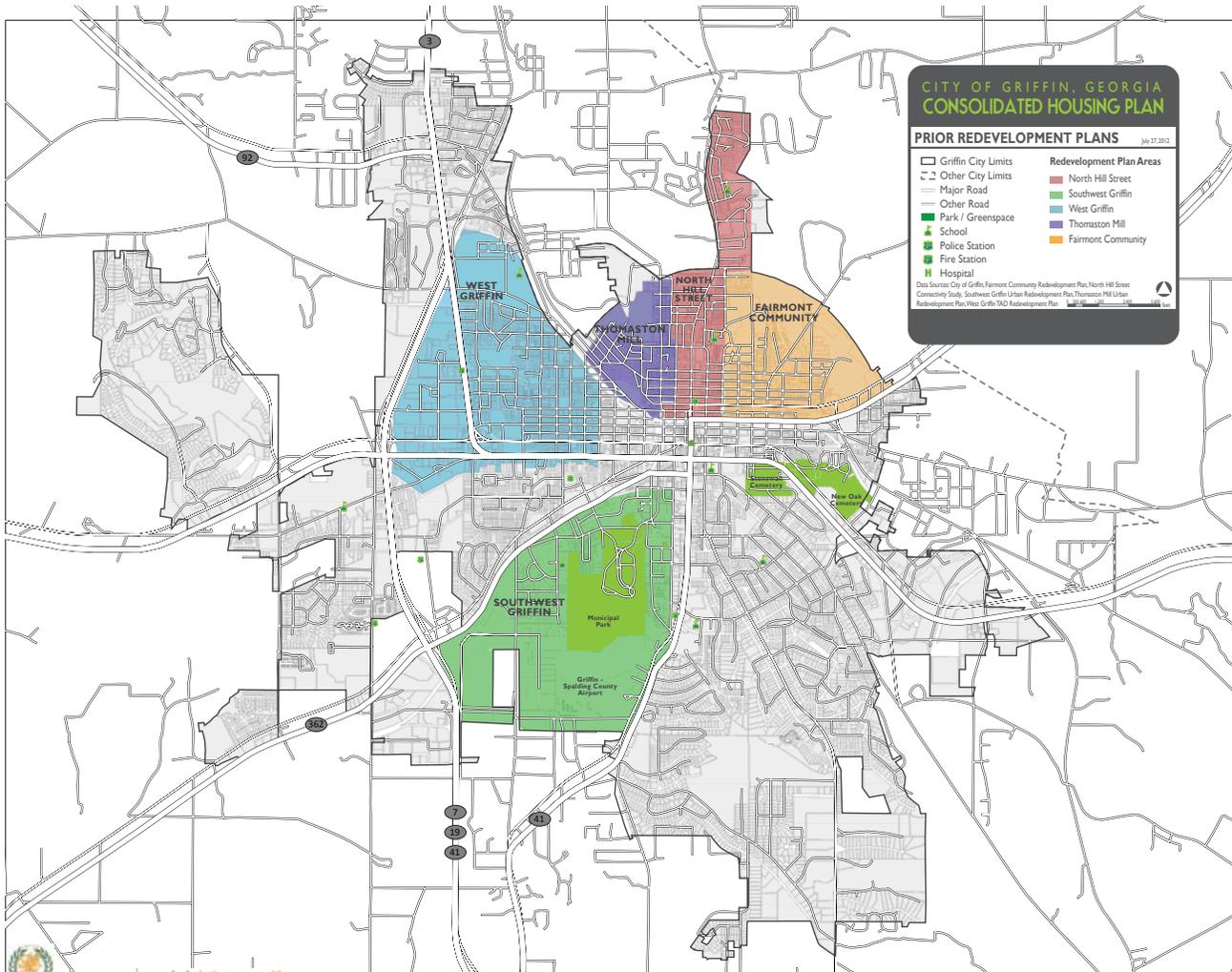
West Griffin Tax Allocation District

The West Griffin Tax Allocation District (“TAD”) was established after the 2009 West Griffin Livable Centers Initiative study was completed. A TAD allows the City to direct incremental increases in tax revenue to specific infrastructure improvements within the study area. In turn, this investment sends market signals about the value of return developers could make by pursuing new development projects, for example to turn-over vacant sites or underperforming sites. The City can partner with private investors to create the more livable environment desired by residents, visitors and business owners. The TAD was approved to last for twenty-five years.

Opportunity Zone

Numerous properties in Downtown Griffin have been designated as an Opportunity Zone by the Georgia Department of Community Affairs (“DCA”). Businesses operating within an Opportunity Zone are eligible for the maximum state job tax credit. Created in older commercial and industrial areas that are adjacent to or overlapping areas with a substantial rate of poverty, opportunity zones encourage redevelopment, revitalization, and job creation.

Figure 10. Previous Redevelopment Plan Locations



Inventory of Local, State, and Federal Assisted Housing

In 2009, there were 1,535 individuals in Griffin receiving some type of housing assistance. Public housing is the most common form of assistance, and there are many recipients of Housing Choice Vouchers as well. A brief description of each type of housing assistance program follows. (Source: Center on Budget and Policy Priorities)

- **Public housing** – rental units owned and operated by public housing agencies, which are public or quasi public entities. Rental payments (based on income) help offset management (public or quasi-public) operating and maintenance costs, but the bulk of funding comes from federal subsidies.
- **Housing Choice Vouchers / Section 8** – vouchers that allow low-income households to rent moderate-cost housing in the private market. Subsidy is paid directly to the landlord by a state or PHA and covers the difference between tenant’s contribution (based on income) and rental charge or PHA’s maximum payment.
- **Section 8 new construction / rehab** – rental assistance that subsidizes units in privately owned and operated buildings. Owners (non-profit or for profit) contract through HUD or intermediary to receive rental assistance in exchange for making other provisions, like rent restrictions. This program has been discontinued, but former Section 8 properties still exist and some units receive rental assistance; thus, there will be a continuing need to maintain these properties through other funding sources.
- **Section 236** – provides a rent subsidy by reducing interest payments to allow construction of multifamily housing. This program has been discontinued, but former Section 236 properties still exist and some units receive rental assistance; thus, there will be a continuing need to maintain these properties through other funding sources.

Needs of Public Housing

The Housing Authority of Griffin prepared its five-year and annual Public Housing Agency (“PHA”) plans in 2011. In addition to HUD’s strategic goals and objectives, the Griffin Housing Authority identified several goals of its own:

- Investigate, design and implement **redevelopment initiatives**, and investigate the development of **additional affordable housing**.
- Develop a viable **homeownership strategy** and program for low income families in the Spalding County area.
- **Improve service delivery** to customers by enhancing operational efficiency, coordinating with community and faith-based providers, and improving facilities.
- Enhance the **attractiveness and marketability of the housing stock** and neighborhoods in order to attract working families.
- Maximize the Griffin Housing Authority’s state-chartered powers in areas of **blight elimination and redevelopment** in cooperation with the City and County.

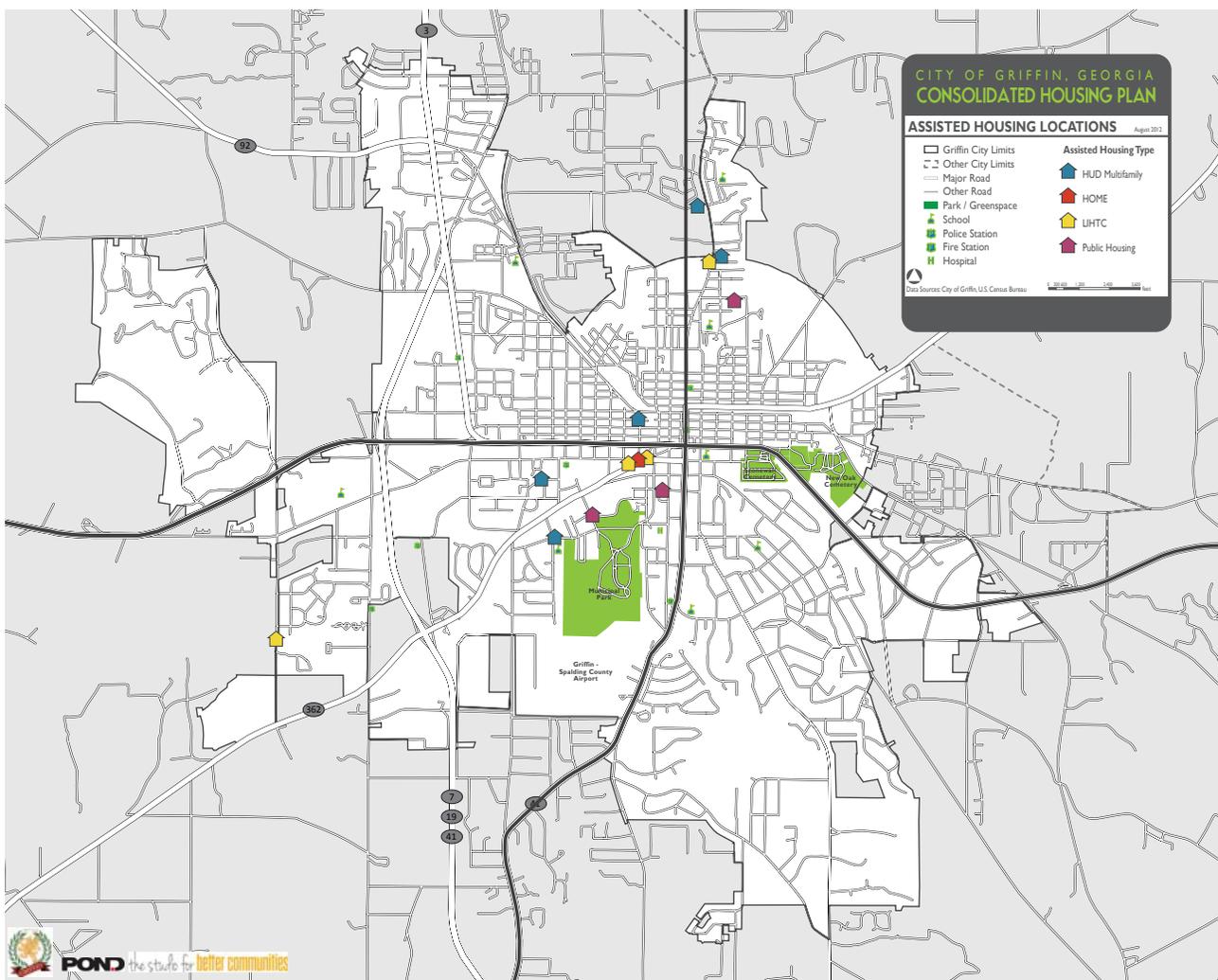
An inventory of the assisted housing programs that exist within the City of Griffin and a map of their locations can be found in Table 21 and Figure 11.

Table 21. Assisted Housing Inventory

Program Type	Units	Users
Public housing	250	539
Section 8 new construction / rehab	100	102
Section 236	112	287
All other multifamily assisted projects	80	146
Housing Choice (# of vouchers)	185	461
Total	727	1,535

Source: U.S. Department of Housing and Urban Development, 2009

Figure 11. Locations of Assisted Housing Sites in Griffin



Barriers to Affordable Housing

Common barriers to affordable housing include:

- Public policies
 - Development of affordable housing is restricted in the zoning regulations.
- Private sector
 - Cost of construction or land acquisition is too high.
 - Landlords do not maintain safe and clean living conditions.
- Environmental and social factors
 - Potential buyers have low income or poor credit that prevents homeownership.
 - Residents do not want affordable development in their neighborhoods.

In Griffin, the current housing market exhibits a number of barriers to affordable housing.

- There is a lack of understanding of the definition of “affordable housing.”
 - Affordable housing is not necessarily only for low income individuals. In Griffin, about 80% of the population earns less than the Atlanta metro area AMI and can benefit from resources that address affordable housing.
 - Affordable housing can be privately developed. It is not necessarily federally funded. Rather, the City can leverage local funds to attract additional private investment to the community.
- The City of Griffin zoning ordinance contains some provisions that make affordable housing difficult to construct.
 - Multi-family and duplex dwellings are only permitted in high-density residential zoning districts. There are many parcels

zoned for this type of development in the city; however, most of them are smaller than the ¼-acre minimum lot size for these districts. Only single family dwellings are permitted on these smaller lots.

- Additionally, the minimum size per dwelling unit is no less than 800 square feet.
- Duplexes are not permitted in districts zoned for medium-density residential development.
- The minimum street frontage/lot width is 200 feet in HDR-A zones and 250 feet in HDR-B zones.
- Residential uses are not permitted in accessory units, a regulation that prohibits garage apartments or “granny flats.”
- Median income in the City of Griffin is low (\$32,116 per household), and the poverty rate is high (40%).
 - Households earning \$32,116 can only afford about \$800 per month in housing costs to avoid becoming cost burdened. These housing costs include a rent or mortgage payment, utilities, insurance, and homeowners’ association fees. These households account for half of the households in the City, so the supply of affordable housing stock should be able to meet this demand.
- Financial literacy programs are underutilized.
- Landlords do not maintain adequate living conditions.
 - Over one fourth of the housing stock in Griffin is considered either deteriorated or dilapidated. Affordable housing must be safe and decent.

CHAPTER 2

- Landlords and tenants lack education about their mutual responsibilities to one another. Tenants often need education on how to be good neighbors.
- High utility rates make housing unaffordable.
 - Even if the sticker price for a mortgage or rent is low, utilities can add a significant cost to the overall cost of housing. When incomes are extremely low, utilities account for a large percentage of monthly spending.

Houses built prior to 1978 may have lead paint. In Spalding County, that's over half of the housing stock. Lead paint can increase rehabilitation and demolition costs and poses health risks.

Lead-Based Paint Hazards

Lead is a toxic metal that can cause many health problems, including brain and organ damage, behavioral problems, seizures, and learning disabilities. Lead-based paint can be a problem in houses that were built before 1978. Since the Census only reports housing age by decade, it is assumed that houses built before 1980 are at risk of containing lead-based paint. The table below shows the age of houses in Spalding County; over half (54%) were built prior to 1980 and may present a lead paint hazard.

Table 22. Spalding County Housing Units by Year Constructed

Year Constructed	Units	%
Total	21,735	100%
1980 - present	9,999	46%
1960 - 1979	6,368	29%
1940 - 1959	3,048	14%
Before 1940	2,320	11%

Source: Spalding County Property Appraiser



Homeless Needs Assessment

According to the United States Code (Title 42, Chapter 119, Subchapter 1), a “homeless” individual is defined as lacking a fixed, regular, and adequate nighttime residence; or having a primary nighttime residence that is a supervised, publicly- or privately-operated temporary living accommodation, including emergency shelters, transitional housing, and battered women’s shelters; or having a nighttime residence in any place not meant for human habitation. For this section, an individual is considered homeless if he or she lacks a fixed, regular, and adequate nighttime residence or if he or she has a primary nighttime residence that is:

- A supervised publicly- or privately-operated temporary living accommodation, including an emergency shelter or transitional housing.
- An institution that provides temporary residents for individuals who are meant to be institutionalized.
- A public or private place not meant for regular human habitation, such as an abandoned building, park, car, or sidewalk.
- In any of the above places but is temporarily institutionalized
- A private dwelling unit from which the individual will be evicted in a week or less and has no next residence identified and cannot obtain one due to lack of resources
- A long-term institution in which the individual has no next residence identified and cannot obtain one due to lack of resources
- Shelter from a domestic violence housing situation, and the individual has no next residence identified and cannot obtain one due to lack of resources

An individual is considered to be chronically homeless if he or she has either lived in a shelter for twelve continuous months ending in, or continuing through, the year in question; or has had separate shelter stays during at least four calendar quarters over the past three years.

There are many potential causes of homelessness, but nearly all homeless persons are living in extreme poverty. Many homeless individuals also experience some additional problems, including domestic violence, physical disability, chronic medical troubles, mental illness, substance abuse, developmental disability, or a criminal background.

Inventory of Emergency Shelters, Transitional Housing and Permanent Housing for the Homeless

The Spalding County Collaborative serves as the local decision-making body for prioritizing the needs of families and children, bringing community partners together to develop, implement, and evaluate plans that address the serious challenges facing Spalding County’s population. The Spalding Collaborative is a member of the Georgia Family Connection Partnership, a statewide network of organizations that serve to improve the quality of life of children and families. The Collaborative’s goals are:

- **Improved Literacy:** reduce absenteeism, improve reading skills, increase on-time high school graduation, increase interventions for families
- **Improved Health Outcomes:** reduce the incidents of child neglect, improve nutritional status of senior adults, increase the number of seniors receiving File of Life Tool¹
- **Elimination of Poverty:** maximize utilization of charitable resources through shared information on Charity Tracker, build organizational capacity in grassroots nonprofit organizations to increase and improve services, reduce the percentage of students eligible to receive free or reduced price meals

¹ The File of Life program was developed as a collaborative effort between the Spalding Regional Medical Center Emergency Medical Service, Spalding County Collaborative, Christian Ministries Hospice, and the Spalding County Senior Center. It is a packet of documents that includes a medical profile, advance directives, insurance information, and more. An individual clips the packet to his or her refrigerator, and emergency personnel can easily locate the file when responding to an emergency call.

The Spalding Collaborative maintains a database of local service providers that offer housing and supportive services to homeless persons or individuals at risk of becoming homeless. An inventory of these agencies can be found in Table 24 at the end of this section.

Needs of Sheltered and Unsheltered Homeless

In 2009, the Georgia Department of Community Affairs published its second annual report on homelessness in the state. These homeless counts were created with a sampling methodology and predictive model developed at Kennesaw State University. The following table includes homeless population counts for Spalding County. However, anecdotal evidence suggests that there may be a “hidden homeless” population in Griffin, so this number may be higher in actuality.

Table 23. Spalding County Homeless Population, 2009

Spalding County, 2009	
Homeless Population	
Sheltered	53
Unsheltered	94
Total	147
Emergency / Transitional Beds	
For victims of domestic violence	50
All others	29
Total	79

Source: Georgia Department of Community Affairs 2009 Report on Homelessness

Needs of Subpopulations

Providing housing and support to the chronically homeless is a primary goal of the City. Chronically homeless individuals are more likely to suffer from severe mental illness, substance abuse, physical disabilities, and unstable employment histories. Providing access to housing and steady income sources for these individuals can remove them from homelessness.

Victims of domestic violence and ex-offenders are two additional subpopulations whose needs the City and Spalding County address. 79 beds in emergency and transitional housing centers for victims of domestic violence exist in Spalding County. There are also numerous programs that provide housing to individuals recently released from incarceration to assist them in transition. Several agencies provide housing and counseling services to at-risk adolescents and teens.

Needs of Persons Threatened with Homelessness

Targeting specific populations that are at higher risk of becoming homeless can ensure these families maintain stable housing during difficult periods. Families in crisis and individuals that are discharged from institutions and lack the experience and support to find or maintain housing are the primary groups in need of homelessness prevention services. These services can include short-term financial assistance for utility and housing costs, housing placement assistance, and transitional services for individuals who are recently released from incarceration or medical care. The following list (Table 24) includes transitional housing and service providers in Spalding County.

CHAPTER 3

Table 24. Spalding County Collaborative Service Provider Inventory

Inventory	Type	#	Notes
Action Ministries	Transitional Housing	70 statewide	Homeless families, HIV patients
Affordable Housing Enterprises, Inc.	Service/Organization	n/a	New home buyer classes
A Higher Calling, Inc.	Temporary Housing	30 residents	Formerly incarcerated men
Avera Estates	Permanent Housing	40 residents	62+ or disabled
BellSouth Life Line Plan	Service/Organization	n/a	Funds telephone service
Christian Women Center, Inc (CWC)	Temporary Housing	26 women	Women and children
Department of Community Affairs	Organization	n/a	Oversees Housing Choice
Family Advancement Ministry	Temporary Housing	n/a	Maternity home for single teens and young women
First United Methodist	Service/Organization	n/a	Assistance with utility bills
Georgia Housing Search	Service/Organization	n/a	Affordable housing database
Glencoe Trace Apartments	Permanent Housing	72 units	Funded by DCA
Good Shepherd Therapeutic Center	Temporary Housing	n/a	Serves at-risk adolescents, persons with disabilities
Griffin Area Habitat for Humanity	Service/Organization	n/a	Builds/sells affordable homes
Griffin Housing Authority	Service/Organization	n/a	Manages subsidized housing
Heritage Apartments	Permanent Housing	120 units	HUD subsidized housing
McIntosh Trail Behavioral Health Center	Non-Residential	n/a	Provides mental health, developmental disability, and addictive disease services
Middle Georgia Community Action Agency, Inc	Service/Organization	n/a	Services designed to improve quality of life
Nehemiah Program	Service/Organization	n/a	Down payment assistance
No Limits Community Development Corporation	Service/Organization	n/a	Housing/financial counseling
North Side Hill Apartments	Permanent Housing	264 units	HUD subsidized housing
Promise Place	Domestic Violence Shelter	15 beds	Domestic violence shelter
Regency Apartments	Permanent Housing	80 units	HUD subsidized housing
Salvation Army Home of Hope	Temporary Housing	32 beds	Homeless shelter
Spalding Samaritans	Service/Organization	n/a	Financial assistance
St. George's Court	Permanent Housing	100 units	HUD subsidized housing
Surrender to Live Recovery Program	Temporary Housing	n/a	Substance abuse program for formerly incarcerated women
Teen Challenge International	Temporary Housing		At-risk teenage boys
The Elizabeth Home	Temporary Housing		Maternity home for single teens and young women
The Woods	Assisted Living	36 residents	Seniors
Women of Excellence	Temporary Housing		Transitional center for women formerly incarcerated, abused, homeless, or with substance abuse problems

Source: Spalding County Collaborative



Community Development Needs

There are numerous funding sources available that address non-housing community development needs, contributing to an overall higher quality of life for City residents. The flexibility of funding sources such as Community Development Block Grant (“CDBG”) funds allow the City to apply them to other public facility and infrastructure needs, complementing the progress made in the housing sphere. The City will prioritize the needs discussed below over the next five years.

Public Facilities and Infrastructure Improvement Needs

The City of Griffin has about 283 acres of open space and parks within the city limits; nearby county parks bring the total amount of open space available nearby for Griffin residents to about 587 acres. Other recreational facilities include a municipal golf course, one library, and schools, including two colleges. These facilities all require significant investment to maintain, improve, or replace when necessary. Funding for these activities may come from bonds or CDBG funds, if the facilities serve areas where many residents are of low to moderate income levels.

Water quality and supply issues are particularly important in the metropolitan Atlanta region. The new Pike County reservoir provides an abundant water supply to the City. In addition, Griffin was the first municipality in the state to initiate a stormwater utility, making the City a leader in stormwater management. In the 2024 Comprehensive Plan, the

City expressed a desire to extend the public sewer system into unincorporated Spalding County.

Accessibility Needs

The older adult population of the metropolitan Atlanta area is growing. By 2030, over 20% of the metro population, which is currently very young, will be over 60 years of age. Accommodating this population by creating lifelong communities that allow them to age in place will be a key factor in determining accessibility needs. Many seniors do not drive or prefer to be able to walk, so streets and sidewalks that are safe to walk on are critical. The City currently has approximately 52 miles of sidewalk, but many neighborhoods (particularly in the south and west parts of Griffin) are underserved by the sidewalk network. The City should evaluate and prioritize new sidewalk construction, concentrating on providing access to grocery stores, drug stores, recreational facilities, and medical offices, especially in neighborhoods that have higher concentrations of older adults.

Historic Preservation Needs

The City of Griffin has a number of historic properties that contribute greatly to the City’s character and sense of place. However, no inventory of historic properties exists. The City has identified the need to complete a historic property survey, including property condition, of contributing structures. Instead of identifying and protecting all structures that are of a certain age, the survey will only identify structures with some historic, cultural, or architectural significance. Once

the historic structure inventory is complete, the City can determine how it wishes to ensure that these buildings are protected.

Economic Development Needs

Combating poverty is one of the most important goals in creating a higher quality of life for Griffin residents, and many economic development initiatives can help achieve that goal. Griffin has a high jobs-housing balance and many large manufacturing and non-manufacturing employers. As a Georgia Work Ready community, Griffin has a skilled work force that meets education and job training criteria. However, citizens have identified a disconnect between the available jobs and the Griffin labor force. Only 15% of the jobs in Griffin are held by Griffin residents, and some large employers only hire seasonally.

In order to match more of Griffin’s workers with high-paying jobs, the City should work to implement programs that make it easier for individuals to work. Rideshare, public transportation, and childcare programs all help support working families and make it easier for them to get to work every day. These programs are discussed further in Chapter 6: Funding. The City should continue to strive to attract new businesses and residents to grow a healthy tax base and maintain a high standard of living.

CDBG funds can also be used to pursue economic development initiatives. Rehabilitating or developing commercial properties or providing financial assistance to businesses can all be achieved with CDBG funds. Businesses served must serve a low- to moderate-income area or create jobs for low- to moderate-income individuals. These activities help attract and retain businesses and create jobs for residents. The City should promote clean, high-tech industry, research and development, and light manufacturing businesses by making sure the necessary infrastructure exists, including high-speed data connections, fiber-optics, and adequate low-cost power.

Planning Needs

Griffin can pursue CDBG and local funding to pay for a variety of planning needs, which will in turn help them to direct future development, investment, and growth. Updating the Comprehensive Plan, completing other small area planning studies, and enforcing zoning and development standards are all activities that the Planning & Development Department will undertake over the next five years.

The City must evaluate its residential zoning district regulations to ensure that there are no inherent barriers to affordable housing in place. In particular, mixed-use development should be encouraged in the downtown core, providing more residential opportunities and creating a 24-7 downtown environment.

Coordinating with major land owners and employment centers, including The University of Georgia, ensures a streamlined planning effort that allows all stakeholders to benefit.

Public Service Needs

It is important to allocate resources appropriately to maintain a highly responsive public safety service. Necessary equipment and facility updates should be a priority. (Source: 2024 Comprehensive Plan)

Transportation Needs

Downtown Griffin is built on a well-connected street grid with wide, grassy shoulders. Frequent curb cuts detract from mobility by interfering with steady traffic flow. The rail line also acts as a barrier to connectivity in the study area. The City should continue to seek opportunities to promote interparcel access and shared parking to create more walkable, pedestrian-friendly developments. To further enhance walkability, the City should explore opportunities for improved pedestrian connections across the rail line. Rerouting truck traffic away from downtown will also enhance mobility. Wayfinding signage helps drivers

navigate downtown and provides an opportunity for branding and visual identity, especially when paired with signature streetscape elements.

Finally, the City should continue to find ways to support a transportation network that is available to all users. Non-motorized modes of transportation are growing more popular, and the City should strive to provide a safe and interconnected network for pedestrians, and cyclists. Public transportation can also be explored. As the Atlanta metropolitan area's aging population grows, there will be more need for multi-modal transportation options and sidewalk improvements to create lifelong communities. Currently, there are no transportation programs that specifically serve the senior population; however, the City has recently approved funding for a Transit Feasibility Study for bus routes. (Source: 2024 Comprehensive Plan)

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Housing & Community Development Strategic Plan

The strategic plan for affordable housing is based on the assessment of housing needs, the housing market analysis, and the City’s plans for addressing affordable housing needs for those earning less than 80% of the area median income.

Housing Priority Needs, Goals, and Strategies

Housing Priority Needs

Table 25 presents a summary of the housing needs identified in the previous section and compiled from the 2006-2008 Comprehensive Housing Affordability Strategy (“CHAS”) Spalding County dataset. This table provides a foundation for the City to assign relative priorities to each category of need. The “Unmet Need” is the number of households (or people, where noted) that experience some kind of housing problem and are in need of assistance over the next five-year period. Housing problems include cost burden, severe cost burden, moderate and severe overcrowding, no income, no cash rent, and substandard housing (as it refers to inadequate kitchen and plumbing facilities, *not* exterior condition).

The City of Griffin has assigned high, medium, and low priorities to identified needs in the community. The City will actively seek funds from federal, state, and private sources for high- and medium-priority activities.

For renters, the highest priority housing needs are in the low income and elderly categories. The City has a large amount of vacant rental properties, but ensuring affordability to these populations is critical. Renovation and rehabilitation is also necessary to raise the quality of housing, especially rental properties, in the community. For homeowners, preventing foreclosure and rehabilitating existing structures are high priorities. Rehabilitation that can reduce housing cost, like implementing energy efficiency measures, can decrease the cost burden experienced by homeowners.

The following list illustrates some of the City’s housing priorities identified from Table 25:

- In Spalding County, there are approximately 9,250 households experiencing some kind of housing problem (primarily cost burden, but also no income/no cash rent and overcrowding). This comprises almost 42% of households in the County.
- There are unmet housing needs among a range of household types, but the most need exists among households earning less than 50% of AMI.
- Both renters and homeowners experience housing problems, but renters are substantially more likely to have an unmet housing need, with about 5,100 renters in need (64% of all Spalding County renters) compared to 4,150 homeowners (29% of all Spalding County homeowners).
- Great renter needs exist in households earning less than 80% of AMI.

Table 25. Priority Housing Needs (Table 2A)

Spalding County, 2006-2008				
Priority Housing Needs (households) [1,2]		Priority	Unmet Need [2]	
Renter	Small related	0-30%	H	1,036
		31-50%	H	515
		51-80%	M	429
		80-95%	L	63
	Large related	0-30%	H	256
		31-50%	H	128
		51-80%	M	118
		80-95%	L	20
	Elderly [3]	0-30%	H	425
		31-50%	H	175
		51-80%	M	460
		80-95%	L	-
	All other (nonfamily)	0-30%	H	739
		31-50%	H	367
		51-80%	L	326
		80-95%	L	52
Owner	Small related	0-30%	H	609
		31-50%	H	440
		51-80%	M	676
		80-95%	M	224
	Large related	0-30%	H	86
		31-50%	H	63
		51-80%	M	99
		80-95%	M	35
	Elderly [3]	0-30%	H	735
		31-50%	H	295
		51-80%	M	85
		80-95%	M	15
	All other (nonfamily)	0-30%	H	236
		31-50%	H	173
		51-80%	L	273
		80-95%	L	98
Non- Homeless Special Needs	Elderly (owners & renters)	0-80%	H	2,175
	Frail elderly (extra-elderly)	0-80%	H	895
	Physical disability	0-80%	H	1,345
Substandard Housing			2,631 units (approx.)	

Source: Comprehensive Housing Affordability Strategy (2006-2008) Tables 3, 4, 5, and 6

Notes to Table 2A:

- [1] Housing Needs and reported "Unmet Needs" are assumed to be the number of all households with Housing Problems. Table 2A only identifies needs related to specific HUD funding sources and eligibility, not all housing needs in the community. A household type at a particular income level (80-95% of AMI) may be ranked as a low priority in this table but be a higher priority in terms of other (non-HUD) funding sources.

- [2] HUD categorizes households according to the following definitions: small related (a household of two to four people which includes at least one person related to the householder by birth, marriage, or adoption), large related (a household of five or more people which includes at least one person related to the householder by birth, marriage, or adoption), elderly (a one- or two-person household in which the head of household or spouse is at least 62 years of age), and all other (including single people and unrelated couples or roommates).

- [3] "Table 4 of the 2009 Consolidated Plan/CHAS dataset includes data on the number of households with housing problems by household type and tenure (elderly households are not separated out). Table 3 of the dataset includes data on the severity of specific housing unit problems by household income and tenure. It is not directly possible, from these two tables, to compute the precise number of households by family type at a particular income level that have housing needs (with the exception of elderly households); for instance, Table 4 includes the number of "large related renter households" but does not include household incomes, while Table 3 includes the number of renter households with housing problems at 0-30% of the Area Median Income, but does not include the household type. For this reason, the "unmet need" for small related, large related, and "all other" (nonfamily) renter and owner households were estimated by the City of Griffin based on an average percent-of-total methodology that employs data from CHAS Tables 3 and 4." (City of Saint Paul, Minnesota, 2010 Consolidated Plan)

- [4] "Table 5 of the 2009 Consolidated Plan/CHAS dataset includes data on housing problems of elderly and extra-elderly households, by household income and tenure. This is the only household type where CHAS 2009 data provides precise estimates for the number of households with housing problems by income limit. Elderly renter and owner household numbers in Table 2A above reflect these precise estimates." (City of Saint Paul, Minnesota, 2010 Consolidated Plan)

- [5] "Estimate based on US Department of Health and Human Services finding that approximately seven percent of any population has chemical dependency issues, regardless of economic status." (City of Saint Paul, Minnesota, 2010 Consolidated Plan)

- [6] The number of victims of domestic violence was unknown.

- [7] Estimate based on population share of Atlanta MSA.

- [8] Substandard Housing refers to those houses rated dilapidated or deteriorated in the City of Griffin's Housing Conditions Inventory. 25% of the houses surveyed were rated dilapidated or deteriorated, equating to 2,631 of the total housing stock. Substandard housing represents a large unmet need in Griffin.

- Among non-elderly households, the greatest homeowner housing needs exist in moderate-income homeowner households, or those earning between 51 and 80% of AMI.
- Housing needs for the elderly are greatest in those households earning less than 50% of AMI. These needs are particularly important to address, since many elderly individuals live on fixed incomes.

Housing Goals & Strategies

The goals below are taken directly from the City of Griffin’s 2024 Comprehensive Plan (completed in 2004) but are still relevant today. Strategies or specific action items are included below; some are also derived from the comprehensive plan, and others have been added based on the current market and needs assessment.

Goal 1.01: Encourage home ownership.

- Institute home ownership program for first time homeowners, in targeted areas or city-wide.
- Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization).
- Encourage first-time homebuyers applying for down payment assistance to attend a financial literacy and planning course.

Goal 1.02: Reduce the cost burden for housing.

- Pursue funding for multifamily housing development annually.
- Revise Zoning Ordinance to encourage the development of workforce housing or a variety of housing types in targeted areas.
- Implement an Energy Retrofit program to provide assistance to homeowners and landlords who wish to make their properties more energy efficient, thus reducing utility costs. Include an incentive for owners of rental properties, so renters can benefit from lower energy use and utility bills.

- Create a clearinghouse of resource material related to housing affordability and begin a public awareness and education campaign.

Goal 1.03: Encourage property maintenance and reduce the percentage of substandard housing.

- Maintain a current Housing Conditions inventory, paying special attention to vacant units.
- Implement a Vacant Housing Registry, requiring owners of vacant properties to register with the City.
- Adopt a definition for blight that includes properties within a redevelopment plan area as well as those properties listed as dilapidated or deteriorated in the Housing Conditions survey.
- Continue evaluating housing and property maintenance codes and apply stringent enforcement.
- Continue to implement the substandard abatement program.
- Continue to implement blight tax.
- Build relationships with the Department of Community Affairs. Meet with them annually to discuss demolition under slum and blight program.
- Leverage annual funds from the General Fund that are used for demolition to pursue and supplement state grants.

Goal 1.04: Promote stronger neighborhood identity with diversity and improved walkability.

- Allow and encourage compatible infill development in established neighborhoods.
- Strengthen Historic Preservation efforts in residential neighborhoods.
- Promote transit-oriented development near proposed future transit station areas.
- Establish neighborhood associations.

Goal 1.05: Encourage the development of housing options for all income ranges and consistent with the economic goals of the City.

- Encourage an increase in downtown housing residential opportunities (lofts).
- Draft amendments to the Zoning Ordinance to promote the development of quality housing and a greater variety of housing types.
- Partner with nonprofits, for-profits, and philanthropic partners to support the preservation and creation of public housing.
- Support the application of Low Income Housing Tax Credits and other appropriate funding sources to maintain low income units.
- Rehabilitate existing housing units. Based on the Housing Conditions inventory, approximately 17% of the housing units in the City were rated as deteriorated and are in need of rehabilitation.
- Enhance the quality of rental housing options in the City. Acquire existing rental properties that have been rated as deteriorated or dilapidated. Renovate or demolish as necessary and seek developers of new, high quality affordable rental units.
- Seek funding sources for rental assistance. Renters in Griffin are more likely to be cost burdened, and pairing rental assistance with more affordable units and other programs that reduce the cost of housing for renters, such as energy efficiency retrofits, can eliminate cost burden.
- Work to build additional collaborative capacity among public, nonprofit, and for-profit housing and community service providers with the assistance of an external consultant.

Homeless Priority Needs, Goals, and Strategies

Goal 2.01: Help low-income families avoid becoming homeless.

- Create more permanent housing that is affordable to low and moderate income residents. Pursue funding for multi-family housing year after year.
- Develop homelessness prevention and rapid-rehousing programs.
- Implement foreclosure prevention strategies by providing financial counseling and emergency grants or loans to individuals and families at risk of losing their homes, especially low-income homeowners who lack the resources to seek subsequent housing opportunities.

Goal 2.02: Assess the needs of individual homeless persons.

- Work with the Spalding County Collaborative to survey homeless shelters and transitional housing and interview unsheltered homeless residents.

Goal 2.03: Address the emergency shelter and transitional housing needs of homeless persons.

- Create a clearinghouse of funding resources for shelters and transitional housing; implement an education campaign to help institutions that serve the homeless identify their needs and potential funding sources.

Goal 2.04: Help homeless persons transition to permanent housing and independent living.

- Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to homeless or previously institutionalized individuals through the extensive service provider network that exists.

Special Needs or Vulnerable Populations Needs, Goals, and Strategies

Goal 3.01: Address Victims of Domestic Violence

- Continue to partner with the Spalding County Collaborative in providing emergency housing, specific programs, and counseling to victims of domestic violence through the extensive service provider network that exists. Temporary housing should provide for both single women and women with children, including those with older teens.
- Under federal law, the Griffin Housing Authority may give preference to victims of domestic violence in securing housing. The GHA should work with service providers for domestic abuse victims.

Goal 3.02: Address Ex-Convicts

- Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to previously institutionalized individuals through the extensive service provider network that exists. Previously institutionalized individuals often lack the resources and network necessary to secure safe and affordable housing after their release, so transitional housing, financial counseling, and permanent housing support are important.

Community Development Priority Needs, Goals, and Strategies

The objectives below are taken directly from the City of Griffin's 2024 Comprehensive Plan. Strategies or specific action items are included below; some are also derived from the comprehensive plan, and others have been added based on the current market and needs assessment.

Goal 4.01: Provide a safe environment for local residents and businesses.

- Maintain ISO (Insurance Service Office) rating of 3 or better within the City.
- Replace aging fire engines and equipment.
- Implement neighborhood watch associations.

Goal 4.02: Promote good stewardship of the region's limited water resources and provide adequate water and sewer service to support current and future needs.

- Promote water conservation measures.
- Replace damaged and faulty water meters.
- Use stormwater utility to implement stormwater management BMPs.
- Monitor stream quality.
- Update watershed assessment study.

Goal 4.03: Provide and maintain quality recreational facilities and create additional passive recreation opportunities.

- Expand the City Cemetery.
- Explore the possibilities of reusing vacant schools for community centers and amenities.
- Implement new programs and renovations to improve the municipal park and golf course.

Goal 4.04: Provide efficient and responsive government services in a fiscally responsible manner.

- Identify more opportunities for joint service and funding agreements between Spalding County and Griffin that will spread the cost and improve the efficiencies of public facilities and services, such as garbage collection, parks and recreation, libraries, emergency services, and other facilities and services that are now funded and provided separately.

Goal 4.05: Support the development of a strong education system.

- Actively support initiatives of The University of Georgia system.
- Coordinate city land use policy and school planning decisions through open communication and regular reporting of development activity.

Cross-Cutting Issues

Lead Based Paint

Lead-based paint poses serious health risks, especially to babies and young children. Low income and minority children are at a greater risk of exposure to lead paint hazards. As a built-out city with many older homes, lead-based paint is a particular concern for Griffin. Over half of the existing houses in Griffin were built prior to 1980, putting them at risk of containing lead-based paint.

All CDBG and HOME new construction and rehabilitation contracts prohibit the use of lead-based paint. The City should publicize the risks of lead-based paint and removal strategies for all housing renovation projects. HUD maintains a list of lead paint professionals and a variety of technical assistance tools to reduce the risk of exposure.

Griffin can partner with the Spalding County Medical Center to provide an education and outreach program, including education about lead poisoning, lead hazard reduction, testing, and risk assessment. Most children who are lead poisoned have had contact with the lead dust from deteriorated paint on window frames. Since Griffin has a number of deteriorated and dilapidated homes, public health efforts should focus on windows in poor condition with lead-based paint on their components.

Alleviating Overcrowding

The U.S. Census Bureau considers a housing unit to be overcrowded if there is more than one person per habitable room. A couple living in a one-bedroom apartment with a living room would not be considered overcrowded, since their housing unit has at least two rooms. However, a couple living in a studio or efficiency apartment would be considered overcrowded, since there are two people living in just one room. Severely overcrowded is defined as more than 1.5 people per room.

Overcrowding is a significant housing problem, but it is one of the least common housing problems apparent in Griffin. Only 2% of households in Spalding County (480 households) are overcrowded or severely overcrowded. Overcrowding is closely linked to housing cost. If a family cannot afford a house large enough for them, they may choose to live in a smaller, overcrowded unit. The average household size in Griffin is 2.43, lower than the U.S. average of 2.59. Improving housing affordability will likely have a positive impact on overcrowding, as well.

Address Involuntary Displacement

Any rehabilitation, demolition, or acquisition projects, publicly or privately undertaken, for a HUD-assisted project must comply with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA). All persons, including families, individuals, businesses, nonprofit organizations, and farms displaced as a direct result of a HUD-assisted project is entitled to relocation payments or other assistance under the URA. Relocation efforts require coordination between local planning staff and the HUD Community Planning and Development department. Preventing homelessness, either temporary or chronic, is a primary goal of the URA, so HUD must ensure that all affected persons are provided with comparable and affordable replacement housing.¹

¹ U.S. Department of Housing and Urban Development, "Implementation of Uniform Relocation Act – Coordination with CPD." 2002.

Antipoverty Strategy

The antipoverty strategy unifies housing, community development, homeless, and public housing needs and strategies into one comprehensive plan with the goal of reducing the number of families that live in poverty. Antipoverty programs complement the affordable housing programs carried out and contribute to an improved living environment for all residents and a more stable, economically secure population. Promoting self-sufficiency and empowerment among families that suffer from poverty is paramount.

The overarching goals of Griffin's antipoverty strategy are intertwined with the housing, homeless, and community development goals discussed previously. They are as follows:

- Provide adequate and affordable housing.
- Stabilize and strengthen neighborhoods.
- Eliminate substandard housing.
- Make safe and secure housing available for special needs populations.

The overarching goals of this consolidated plan are to eliminate poverty and blight within the City of Griffin to the extent possible given the limited resources available and with realistic, tangible objectives. This effort will require that the City of Griffin Planning and Development Services Department, the Griffin Housing Authority, and the Spalding County Economic Development Department must coordinate efforts amongst each other and other partners to achieve the anti-poverty goals introduced here. Partners may include residents, schools, churches, neighborhood associations, health and human service agencies, non-profits, public health entities, shelters, developers, and lenders. This document serves as a guide to an antipoverty strategy, and further activities that result from this plan, whether federally or privately funded, will assist in achieving these anti-poverty goals.

The City of Griffin has taken on numerous efforts and programs to help combat poverty. Economic development efforts, such as attracting and retaining large employers and becoming a Georgia Work Ready Community, help provide stable jobs to Griffin residents. The Griffin Housing Authority provides safe, secure, and low-cost housing to families in need. Numerous other institutions and non-profit organizations provide counseling and training to populations in need. The five-year strategic plan presented here will channel funds to efforts aimed at reducing Griffin's poverty rate. Directing all available resources to this effort and other identified priorities will result in the greatest impact.

A successful anti-poverty strategy will result in developing skilled and employable residents that can participate in the workforce and achieve affordable, safe and decent housing while contributing to the community at large. The anti-poverty strategy will primarily be accomplished through economic development initiatives that generate higher-paying jobs and community stability. These activities may include:

- Providing access to a variety of housing options to promote family and community stability, including both rental and owner units for families in all stages of life.
- Improving the employment opportunities for Griffin residents through job training programs, transportation assistance, childcare options, and incentives that attract new employers to the city.
- Founding neighborhood associations that will direct volunteer, community-driven efforts towards improving their neighborhoods' physical appearance and promoting safety.
- Coordinating with the Griffin-Spalding County School System to improve education outcomes and graduation rates.
- Instituting financial training programs that help citizens with financial planning, job application and training, and home purchase and ownership costs.

- Promoting Lifelong Communities with housing and transportation options, healthy lifestyles, and expanded information and access to services for residents of all ages, throughout all stages of life.

Institutional Structure

The City of Griffin currently addresses local housing issues through three entities: the Planning and Development Services Department, the Griffin Housing Authority, and the Griffin Downtown Development Authority. These agencies maintain a close working relationship to facilitate successful solutions for the city's neighborhoods and residents.

The Planning and Development Services Department is responsible for planning and zoning, the Griffin Spalding Airport, building safety, code enforcement, economic development, and the Main Street program. The department's planning and zoning activities include addressing conditions of slum and blight and the need for affordable housing.

The Griffin Housing Authority (GHA) was established in 1950 under state charter and provides affordable housing for low-income households. GHA currently owns and operates 250 rental housing units. GHA has been recognized by the U.S. Department of Housing and Urban Development (HUD) for many years as a high-performing public. In addition to its provision of rental housing opportunities, GHA is known for its programs to help individuals and families attain economic and behavioral self-sufficiency.

The mission of the Griffin Downtown Development Authority is to encourage, develop, and preserve an economically central business district utilizing public and private resources to implement the community's vision of a more livable downtown district as presented in the 2006 Griffin Town Center Livable Centers Initiative Plan. As part of its mission, it has recently explored mixed-use, mixed-income development that would not only provide retail and other commercial space, but also provide affordable housing opportunities that would contribute to Griffin's revitalization.

In addition to these public and quasi-public agencies, various community stakeholder organizations and individuals are involved in addressing Griffin's housing and community needs. These organizations and people will continue to play a significant role in Griffin's community transformation efforts.

Taken as a whole, Griffin's public, quasi-public, and community stakeholder organizations, as well as its citizens, represent significant strengths for the facilitation of successful efforts related to housing, public service, and community development. Strategies presented below build on the existing institutional strengths found in the City of Griffin.

Targeted Area Implementation Plan or Targeted Economic Development Area

Targeted area implementation will provide the City of Griffin with the most effective use of resources in community transformation. Targeted area implementation can be based on designated neighborhood association areas, as well as the downtown redevelopment area.

Targeted implementation on the basis of neighborhood associations will make for concentrated, noticeable transformation on a neighborhood-by-neighborhood basis. This will facilitate not only community pride in each area improved, but also provide documented evidence of the success of the city's ongoing efforts as a means to draw additional funding through public and private programs.

The 2024 Comprehensive Plan also identified the need for a geographically targeted approach. The targeted areas identified in the 2024 Plan include:

- North Hill Street Residential Area
- Commuter Rail Station Area
- Alternative Commuter Rail Station Area/ Thomaston Mill Area
- Central Business District
- Medical Center

- Ellis Crossing and Oxford Village commercial redevelopment areas
- Meriwether Street Redevelopment
- Airport
- Several corridors leading into downtown:
 - West Poplar and West Solomon Streets
 - West Taylor Street
 - Experiment Street
 - US 19/41

Barriers or Obstacles to Meeting Goals and Strategies

The City of Griffin recognizes that developing affordable housing and meeting community needs are often difficult tasks. In this section, the City identifies strategies to remove barriers to affordable housing and community development needs.

Demolition of Substandard Housing

The City has already implemented and begun with the demolition of substandard vacant housing units in the City; however, given the extent of the issue and financial capacity of the City, additional resources are needed. Currently the City allocates approximately \$120,000 out of the general fund in order to be used for demolition of substandard housing units. With the average costs of demolition at \$6,000 per unit, this only permits approximately 20 units per year to be demolished. Based on the survey of existing conditions of housing stock, there are approximately 2,631 units that are deemed to be dilapidated or deteriorated and would qualify as substandard housing to be demolished. Based on current rates of demolition, it would take the city 125 years to demolish all the substandard housing.

Adequate Capacity of Safe, Decent and Affordable Housing in Order to Relocate Individuals from Substandard Housing

Currently with over 25% of the housing units in the City deemed substandard and with vacancy rates hovering around 15%, the City has a number of substandard units that are currently occupied, and rehabilitation of these units will require relocation of the current residents. The City should continue to explore programs addressing the rehabilitation of substandard housing units concurrent with relocation program of tenants to safe, decent and affordable units.

Landlord/Tenant Responsibilities

Currently certain landlords view tenants as the issue with the condition of the housing stock, while certain tenants view the landlord as the problem with the number of substandard units in the City. The GHA has already begun a program to educate tenants on their responsibility as a tenant. The City could promote programs for a preferred landlord program as well. This would result in a preferred landlord and tenant pool throughout the city.

Financial Capacity

Griffin's median income of \$32,116, lower than Spalding County or the State, creates a barrier to access safe, decent and affordable housing. In order to not be considered cost burdened, rental and mortgage rates need to be very reasonable in order to meet the needs of the community. With such low incomes residents are not able to qualify for mortgages and often find themselves not able to rent safe and decent housing while still trying to maintain its affordability with their given incomes.

Educational Attainment

Education is directly linked with earning capacity. For instance, Census figures indicate that the average annual income for persons without a high school diploma were \$20,241 in 2009, while the average income for individuals with a high school diploma were \$30,627, more than 50% greater than the income of those without the diploma. Increasing graduation rates among Griffin's residents will provide an immediate lift not only to individuals and families, but also to the City of Griffin's economy.

Historic Housing

Typically housing rehabilitation costs are inflated when preservation of housing units is required. Residents find existing affordability difficult; therefore, preservation of homes may add additional cost burden to residents. The City shall continue to find means to preserve existing historic structures while meeting the immediate needs of residents and addressing substandard housing units.

Service Fees

With federal and state budget constraints, local municipalities must rely upon service fees to pay operational costs. In response, the City of Griffin will continue to propose reasonable service fees that are commensurate with municipal costs. Still, the City must continue to seek alternative financing to building affordable housing when receiving less support from the federal and state governments.

Need for Accessible-Designed Housing

While many multi-unit affordable housing developments are built to ADA compliance standards, many physically-challenged persons cannot easily access private-market or affordable housing in the City. The City should explore additional measures to apply universal design features to address the accessibility of units.

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Potential Funding Sources

Federal and State Funding Sources

The City of Griffin faces challenges in housing and community development of a magnitude more often seen in larger urban areas than in small cities. While larger urban areas are typically federal entitlement communities receiving significant sums in block grant funds under the Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), Emergency Shelter Grant (ESG), and Housing for Persons with AIDS (HOPWA) programs, Griffin does not have such allocations for addressing housing and community needs. Instead, they must compete for federal block grant funds through the State of Georgia's allocation. In 2012, Georgia is making available \$26 million¹ in CDBG funds in the annual competition open to local governments. Local governments may receive up to \$500,000 each year as a single-activity grant or up to \$800,000 for multiple activities (<http://www.dca.state.ga.us/communities/CDBG/programs/CDBGregular.asp>; accessed July 25, 2012).

Despite its challenges, the City of Griffin has key assets that position it to create significant improvement. There is a core group of people from all sectors—public, private (including for-profit and nonprofit), and faith-based—who are already working in a number of ways to improve housing and neighborhoods in Griffin. Continuing to build collaborative capacity is not only an effective way to implement community transformation; it is also very attractive to potential sources of funding.

State-Administered CDBG funds

The City of Griffin should apply for state-administered CDBG funds on an annual basis. Using the option to apply for multiple activities allows for a request for up to \$800,000, as compared with the \$500,000 maximum for a single activity. Funds can be used for various housing, infrastructure, and community service purposes, including demolition of housing in areas of slum and blight.

Georgia Redevelopment Fund

This CDBG-funded initiative of the Georgia Department of Community Affairs is specifically aimed at addressing conditions of slum and blight. A jurisdiction may request up to \$500,000 under this competitively awarded program. A successful application under this program would allow the city to significantly increase the rate at which it is able to demolish distressed housing units. A pre-application assessment process is part of the program, and the City of Griffin should begin this process immediately following adoption of this Plan.

Low Income Housing Tax Credit (LIHTC)

The City of Griffin already has some LIHTC development, and it serves as an example of the type of quality rental housing that can be created under this program. The LIHTC provides a financial incentive of up to 70% of total development costs for private-sector developers (for-profit or nonprofit) to provide multifamily rental housing for households with incomes up to 60% of Area Median.² The

¹ The state's CDBG total 2012 allocation is \$34.5 million.

² In Georgia, a state housing tax credit program automatically

housing is typically comparable to new market-rate development and is often superior to existing market-rate properties. The city should continue its plans to develop with the LIHTC through the Downtown Development Authority and the Griffin Housing Authority. The LIHTC program can be accessed through partnership with an appropriate private-sector entity. The City should also explore the possibility of using its existing Community Housing Development Organization (CHDO) as a lead entity in seeking LIHTC funding.

HOME (Multifamily)

Each year, the State of Georgia makes a portion of its federal HOME dollars available through the same competitive process as the LIHTC. HOME funds can be used in conjunction with LIHTC funding to make units more affordable or used alone. HOME-funded units have a maximum income limit of 50% of Area Median. As with the LIHTC, funds are available for multifamily development through application of a private-sector developer (for-profit or nonprofit). The City of Griffin should explore the use of this funding source in its current plans for redevelopment, as well as in future development plans. Griffin's CHDO provides a competitive advantage in the HOME program, as a proportion of the state's HOME funds must be used for CHDO activities.

HOME (Homeownership)

HOME funds can also be used for homebuyer education and down payment assistance. These are funds administered by the state separately from the multifamily development program. A nonprofit entity is often used to administer the housing education component of these funds; Griffin's CHDO places it in excellent position to compete. Homeownership programs in the City of Griffin are less critical than the clearance of slum and blight and creation of new rental housing opportunities, but they are a desirable supplement to these activities. Homeownership for

provides additional subsidy to LIHTC developments, thereby making affordable housing development more economically feasible.

low-income families provides an incentive that can stimulate self-sufficiency efforts. Further, providing a mix of housing opportunities is more likely to draw new residents to Griffin than a single form of housing alone.

Municipal Bonds

The federal government grants each state authority to issue a prescribed dollar amount of tax-exempt municipal bonds. Some of this authority is administered directly by the state through the Georgia Department of Community Affairs. The City of Griffin also has its own authority to issue bonds. Bonds can be used for overall redevelopment efforts such as those planned by the Downtown Development Authority, for providing mortgages for low- to moderate-income households at favorable rates, or for multifamily development. When used for multifamily development, properties are typically eligible for the non-competitive LIHTC. This provides up to 30% of total development costs for the project. Municipal bonds are a costly alternative, however, due to bond attorneys' fees and other costs of issuance. Therefore, they are best reserved for large-scale development or redevelopment plans.

Neighborhood Stabilization Program

The Neighborhood Stabilization Program (NSP) is implemented through the Griffin-Spalding Land Bank Authority. The NSP is a component of the Community Development Block Grant (CDBG). According to NSP guidelines, Grantees of NSP funding develop their own programs and funding priorities, given that:

- At least 25 percent of the funds appropriated for purchase and redevelopment of abandoned or foreclosed homes or residential properties are to be used to house individuals or families whose incomes do not exceed 50 percent of the area median income; and
- All activities funded by NSP must benefit low- and moderate-income persons whose income does not exceed 120 percent of area median income. Activities may not qualify under

NSP using the “prevent or eliminate slums and blight” or “address urgent community development needs” objectives.

NSP funds may be used to establish land banks and financing mechanisms for purchase and redevelopment of foreclosed homes and residential properties; purchase and rehabilitate abandoned or foreclosed residential properties; demolish blighted structures; and redevelop demolished or vacant properties. While NSP is a national program, participation requirements vary from state to state, city to city.

In Griffin, the Land Bank Authority administers the NSP. The Land Bank purchases foreclosed homes and tax sales, with the goal of eliminating substandard housing by either repairing or tearing down these homes and ultimately stabilizing neighborhoods. As of the end of July 2012, the Land Bank has only sold two of the 22 properties purchased and renovated using federal NSP funds.

Housing Choice Voucher

The Housing Choice Voucher (HCV; formerly Section 8 Voucher and Certificate programs) is a powerful tool for improved housing options among very low-income (above 30% to 50% Area Median) and extremely low-income (up to 30% Area Median) households. The program provides a voucher to income-qualified households that can be used to rent privately owned housing units, either multifamily or single family, that meets federal Housing Quality Standards (HQS). The Georgia Department of Community Affairs administers most of the vouchers for the state. Waiting lists for vouchers can be long, but efforts to keep in touch with DCA about the timing of potential waiting list openings can be helpful in facilitating applicant success. Vouchers are issued to individual households. The city can facilitate increased use of the HCV within its jurisdiction by encouraging production or rehabilitation that results in more housing units that meet HQS. This housing can be owned and operated by for-profit or non-profit entities. For instance, Griffin’s CHDO could play a role by building or rehabilitating housing that would

be rented to households with a voucher. Alternatively, Griffin could seek for-profit developers willing to provide such units. One developer in Central Georgia specializes in building duplexes and renting them to families and elders with vouchers. He is very familiar with the HCV application process and helps his prospective tenants navigate the application process. Because HCV rents are determined by the Metropolitan Statistical Area (MSA) median income figures, the rents available through the HCV program would be relatively attractive for developers/property owners. Thus, reaching out to for-profit developers who will serve HCV tenants is also an option.

Habitat for Humanity

Habitat for Humanity already serves the Griffin area, and their model of homeownership may be most sustainable for a number of Griffin’s low-income families. Further, although Habitat is best known for homeownership, some local groups do engage in rental housing activities. We recommend exploring the possibility of Habitat increasing its efforts in the City of Griffin with blended approach that includes both rental and homeownership opportunities.

Historic Preservation

In order to apply for many types of historic preservation funding, the City must first become a Certified Local Government (“CLG”). Cities can apply to become CLGs after enacting a historic preservation ordinance and applying through the Georgia Department of Natural Resources Historic Preservation Division. Through the Historic Preservation Fund (“HPF”) Grant program, the Georgia Department of Natural Resources Historic Preservation Division directs federal funds to CLGs for use in historic preservation projects, including surveys and design guidelines.

Homelessness Prevention

In addition to numerous local programs, there are four federal programs that allocate funds to activities that serve homeless populations or assist individuals at risk of becoming homeless.

- **Homelessness Prevention and Rapid Re-Housing Program (HPRP):** Provides funds for short- and medium-term rental housing and services to help individuals stay in stable housing.
- **Housing Opportunities for Persons with AIDS (HOPWA):** Persons with HIV/AIDS are at a greater risk of becoming homeless. HOPWA offers shared housing programs, short-term financial assistance for housing costs, and emergency shelters.
- **Emergency Shelter Grant (ESG):** Can be used for a variety of preventative or assistance purposes, including street outreach, emergency shelter, homelessness prevention and rapid re-housing, and Homeless Management Information Systems (HMIS). Last year, Georgia’s Department of Community Affairs channeled \$6.2 million in ESG funds to local grantees.
- **Community Development Block Grant (CDBG):** Can be applied to targeted programs that assist low and moderate income populations with homelessness prevention strategies.

Promise Neighborhoods

The federal Promise Neighborhoods program was founded in 2010 and awards annual grants to develop communities of opportunity centered around strong schools and coordinated health, social, community, and educational initiatives “cradle to college to career.” The City of Griffin applied for a grant in 2012.

Other Foundations

Various foundations provide funds for affordable housing, neighborhood redevelopment, and youth

services. We recommend that an entity within city government take charge of seeking opportunities for applying for such funding. While the current environment makes obtaining foundation funding particularly competitive, the City of Griffin’s documented need and collaborative approach to community transformation would make it an attractive applicant.

Program Opportunities

Neighborhood Association Programs

Atlanta, Georgia

Atlanta’s neighborhood associations are community-organized volunteer groups that work to preserve and protect community pride. They provide opportunities for neighbors to meet and socialize, devise ways to solve problems affecting their neighborhoods, and often represent their neighborhoods at larger city-wide associations or meetings, such as zoning review meetings. All in all, these organizations establish ownership and a sense of community identity, building the long-term relationships that make residents want to take care of their neighborhoods.

The Organized Neighbors of Summerhill (“ONS”) works to “educate, motivate, and empower citizens for community change.” A once prosperous African-American community in Atlanta near Turner Field, Summerhill grew dilapidated in the mid-twentieth century, due to economic and political pressures and urban renewal policies. ONS was formed in 2004 and works together with a local Community Development Corporation to develop and strengthen Summerhill. ONS has sponsored initiatives such as “Fight the Blight at Turner Field,” festivals, and a summer camp scholarship fund. Through their website and other social media platforms, ONS publishes code violations and other relevant information regarding public safety and parking permits. Finally, they provide information for developers to navigate the site development, zoning, and variance review process.

Cabbagetown is one of Atlanta’s greatest neighborhood revitalization success stories. An old mill neighborhood, it fell into a period of decline in the late twentieth century. A few key investments, supported by various public funding sources, turned old mill buildings into popular lofts, spurring the revitalization of the entire neighborhood. It has become a destination for artists, professionals, families, and young adults, with a variety of housing types and styles. A popular festival (the Cabbagetown Chomp and Stomp) brings thousands to the neighborhood every year. The Cabbagetown Neighborhood Improvement Association (www.cabbagetown.com) and the Cabbagetown Initiative Community Development Corporation sponsor events, engage in community outreach, promote involvement through initiatives like a community garden and community center, and support numerous fundraising and community service opportunities.

Macon, Georgia

The City of Macon, Georgia has recently engaged in a number of revitalization initiatives focused at the neighborhood level. Like in Griffin, Macon’s downtown had historically been geographically disconnected from its local campus. The College Hill Alliance was funded in 2009 by a 3-year grant from the John S. and James L. Knight Foundation as a function of Mercer University. College stakeholders saw a need to connect the campus to the city and knew that doing so could build a stable and exciting neighborhood. “The Alliance’s efforts focus on business recruitment and retention, lifestyle enhancement, and catalyzing commercial and residential real estate development that strengthens the historic character of College Hill.” Their website offers information about housing incentives,

Best Practices

- Work with stakeholders to fund programs including down payment assistance
- Organize events that offer opportunities to socialize and improve the neighborhood
- Monthly home repair projects for seniors

- Volunteer garden club
- Neighborhood watch
- Information about code enforcement
- Festivals, home/garden tours, anything to grow neighborhood identity and bring people there

Neighborhood Watch

The City of Griffin has four neighborhood watch programs, but only one is currently active. This organization, which is centered around the Forrest Hills subdivision, has about 100 members. Members communicate primarily through social media, keeping each other aware of suspicious activity and alerting the police when necessary. The organization serves as a social group as well, with members gathering for picnics and other events.

Other neighborhood watch groups have been unsuccessful in the past for several reasons. For one, members fear retaliation. Even if reporting is anonymous, members do not want to get caught reporting suspicious information. Another reason for the lack of success in neighborhood watch groups is apathy. Many residents do not realize that neighborhood watches are self-run, community organizations; they assume the police department organizes them. Educating the public on the function of neighborhood watches, the safety in anonymous reporting, and proven successes of local neighborhood watch groups will inspire other neighborhoods to implement their own groups.

Landlord Association

State of Pennsylvania

Pennsylvania has a state-wide Landlord Association. Members of the Association receive valuable services such as credit reports, eviction reports, resident verification and background checks at reasonable prices. In order to join the Landlord Association, a copy of the landlord’s rental license must be submitted, along with an annual fee and an application. The state landlord association serves as an online resource for Pennsylvania landlords.

National Association of Independent Landlords

This online resource offers landlords, property managers, and management companies a number of services – from credit reports and background checks of potential tenants, monthly rent monitoring to electronic rent collection, and forms to eviction letters.

Best Practices

- Landlord education programs – show landlords are familiar with and will follow local regulations
- Renter education programs could be run through local landlord association
- Partner with Griffin Housing Authority

Right-sizing / “Expansion of Green”

The National Trust for Historic Preservation believes that America’s once-great industrial cities can be “right-sized” as smaller, better-functioning places to live.

Detroit, Michigan

Because of the economic downturn and Detroit’s reliance on the automobile industry, the city is at a transformation point. Like many other cities across the country, Detroit is facing budget shortfalls and is unable to provide the expected level of services to residents in its 45 square miles. The city’s built environment – buildings, streets, and utilities – far exceeds the needs of the current or projected population. One initiative to continue providing quality services is “right sizing,” a process by which residents are encouraged to relocate to core areas or population centers that have been identified for redevelopment. While no resident is forced to relocate, those who remain in areas outside the population centers must understand that they will only receive limited services – water, sewer, lighting, public safety. Analyses and progress reports are being posted to the City’s website so residents can stay up-to-date on the status of the Mayor’s Short Term Actions for the Detroit Works Project.

See <http://www.detroitmi.gov/DepartmentsandAgencies/MayorsOffice/Initiatives/ShortTermActionsfortheDetroitWorksProject/ImportantDocumentsFacts.aspx> for more information.

Youngstown, Ohio

Youngstown was once a steel-making powerhouse. After the steel community collapsed at the end of the 1970’s, the city’s population began declining. In 2009, the city led community meetings to envision a better future for the city, the result of which was a plan to downsize the city’s housing stock. The city surveyed and documented the condition and merit of each property within each neighborhood while meeting with residents, preservationists, and other interest groups to address concerns. The outcome of this process is a plan to erase some neighborhoods and focus investment in others to encourage consolidation. As in Detroit, no resident is forced out, but public services are prioritized to more vital neighborhoods. In 2012, Youngstown was named as one of the 20 strongest-performing metro areas, showing recovery from the recent economic depression.

Best Practices

- Identify neighborhoods with extremely high rates of vacancy and poor housing conditions.
- Many impoverished neighborhoods also suffer from being “food deserts” – places where fresh foods, especially fruits and vegetables, are inaccessible. Community gardens can be a great resource, both for meeting valuable nutritional needs and creating a social and recreational opportunity.
- Neighborhood evaluations to survey and document condition of homes; consider focusing vital city services to certain neighborhoods only.
- Identify historic properties for preservation.

Childcare

Childcare facilities in affordable housing projects are much more common than in market rate residential developments. However, as more cities incorporate childcare policies into their master plans and development policies, this situation could shift.

Redwood City, California

City Center Plaza in Redwood City, California is a mixed-use, transit-oriented urban village, offering affordable apartments and townhomes above street-level retail and restaurants. Located near a library and a University satellite campus, City Center Plaza is an example of a public-private partnership between the City, organizations, and the residents of Redwood City. One important feature of City Center Plaza is the on-site childcare facility, currently run by Footsteps Child Care. The City included the childcare facility provision as a part of its Request for Proposal process, thereby making it a mandatory part of the development. Footsteps currently has a contract from the San Mateo County Office of Education to offer morning and afternoon State Preschool, which is a free program for children who are income eligible.

San Ramon, California

Also in California is an example of childcare facilities being provided in a generally market rate residential development. Gale Ranch in San Ramon, California is a large master-planned community located in Contra Costa County, a county which requires by code that childcare facilities be provided and the demand for childcare from the project is to be estimated by the developer. As a part of the Gale Ranch development, there is a YMCA Preschool, which offers a variety of age-appropriate activities focused on character development and learning. Although the developer complied with county ordinance, doing so required a lot of extra time and effort for something outside their area of expertise. Clear, justifiable requirements from the county would have aided developers, or an option to pay a reasonable impact fee or donate land instead of construction childcare as a part of the housing development.

Best Practices

- Require child care to be integrated into the infrastructure of the community in new developments. Locate it where parents live, where parents work, and on the commute route in between.
- Reduce or remove permitting and zoning barriers to child care facilities.
- In lieu of constructing childcare within a new development, consider collecting a linkage fee from developers, administered by city staff. The agency issuing building permits and variances would collect the fee and ensure developers are in compliance. The fee would be directed into a housing trust fund (or the general budget), and funds would be used for community needs such as job training, public transportation or childcare (as identified in program regulations).

Rideshare

Ridesharing is one of the most common and cost effective alternative modes, particularly in areas that are not well served by public transit.

State of Georgia Clean Air Campaign

The State of Georgia's Clean Air Campaign works in partnership with organizations around the state to encourage commute options programs, protect public health, offer incentives to commuters and employers, and educate residents about the harmful effects of pollution and traffic. The Clean Air Campaign not only touts the environmental benefits of carpooling, ridesharing and taking transit, but also provides resources such as "commute calculators" to demonstrate the monetary savings of commute alternatives and offering financial incentives to riders who choose to commute and log their commuting. By providing such resources, the Clean Air Campaign helps commuters see the savings of transit, savings that could be put towards other necessities such as food, housing, childcare, or education.

Washington Low Income Housing Alliance

The vision of the Washington Low Income Housing Alliance (WLIHA) is for “all Washington residents to have the opportunity to live in safe, healthy, affordable homes in thriving communities.” This is accomplished through advocacy, education and organizing. One such program stemming from the WLIHA is a free carpool matching service through the online carpoolworld.com. By carpooling and ridesharing, residents can commute to jobs more efficiently while saving on transportation expenses.

Council on Aging Transportation Service (C.O.A.T.S.), Council on Aging for McIntosh Trail, Inc. Transportation

The Council on Aging Transportation Service (COATS), with the support of Three Rivers Regional Commission, offers transportation services for senior and citizens with disabilities. Services are provided in Spalding, Lamar, Butts, Pike, and Upson Counties and include transportation to medical appointments, non-emergency hospital visits, senior centers, or shopping or other errands. Rides are provided on a first-come, first-serve basis for a small fee (\$2.00 each stop).

Best Practices

- Establish a rideshare referral program and offer sign-up online or at public facilities such as the library or senior center. Program could be set up through school, church, daycare or other facility. Rideshare to surrounding areas and employment centers is especially important.
- The City can distribute information on existing online rideshare databases and make them accessible at community centers for those who lack internet access.
- Carpool/vanpool services from any large empty parking lots or retail centers

Microfinance

Small businesses are important to the strength of local economies. They present new employment opportunities and bring growth and innovation to the

community in which they are located. When consumers patronize small businesses, they are, in turn, giving money back to their local community. By working in and employing from their community, entrepreneurs are potentially able to save money on transportation, housing, and childcare. While businesses with five or fewer employees make up a large majority of all businesses in the United States, an estimated 10 million of those report insufficient access to the loans they need to start up or expand (<http://www.accion.org/Page.aspx?pid=580&srcid=556>). Microfinance is one such way that a small business or micro-entrepreneur can gain access to the financial services needed to start or expand their business.

Accion U.S. Network

The Accion U.S. Network (part of the Accion global non-profit) is the largest non-profit microfinance network in the United States, providing loans from \$200 to \$300,000 to small businesses. Since 1991, the members of the Accion U.S. Network have provided loans and training to hardworking small business owners to boost their family’s income, create employment, and strengthen their communities. Due to the country’s economic situation, Accion’s work is so important; small business entrepreneurs need affordable loans and interest rates, in addition to valuable information related to investment, risk management, and credit.

Housing microfinance is a growing part of the portfolios of many microfinance institutions, especially in Latin American countries. In developing countries, mortgage lenders and housing developers generally focus on the middle- and upper-class portions of the population. For low-income families in both developing countries and in parts of the United States, traditional mortgages are often unattainable, and government programs are not always a viable option. Accion and other microfinance institutions are beginning to apply the ideas from funding small businesses to make housing more attainable and affordable for low-income households. Borrowers can purchase, construct or improve their home, usually through a series of small loans (average \$1,500) that have shorter terms than traditional mortgages

(average 18-24 months). This means that homes can be improved sooner and in a more affordable way than obtaining a full mortgage.

Vacant Property Registry

With the recent crisis in real estate and high foreclosure rates, vacant, abandoned, and neglected properties are growing in number in many communities. The 2010 housing vacancy rate in Griffin was 15% but higher in certain neighborhoods and may be even higher today. Vacant property registries allow the city to easily contact the property owner for maintenance or emergency issues. Registration fees should pay for program operation and enforcement as well as community improvement initiatives. These excess funds can be targeted to areas that have the highest vacancy rates.

Atlanta, Georgia

Atlanta, Georgia passed an ordinance implementing a vacant property registry in February 2012. Owners of a vacant building must register the property with the city, provide contact information, and, if the owner is not local, designate an agent who maintains a home or office within the City to receive all notices. The registration fee is \$100 for the first year and subsequent years, but if the building is not up to code by subsequent registrations, the renewal fee is \$250. Registration can be completed online, by mail, or in person. Once a property is registered, the owner must maintain an entrance that is secured from unauthorized entry and a sign posting their (or their agent's) contact information.

Rental Program

A rental license program encourages landlords to maintain adequate living situations for their tenants. **Requiring rental properties to register with a local government, or performing inspections of properties that are not suspected to be in violation of the city code, is illegal in Georgia.** However, implementing an optional, incentive-based rental licensing program could help improve some of the rental housing conditions in the City. The City may

coordinate with existing housing databases, such as www.georgiahousingsearch.org, to identify landlords whose properties have been evaluated and identified as safe and of decent quality. The City may also choose to maintain and promote a list of “preferred” renters that have successfully completed the renter/financial literacy training offered by the Griffin Housing Authority.

Philadelphia, Pennsylvania

Philadelphia established minimum health, safety and maintenance standards for houses and apartments. Maintaining good housing standards involves a partnership between tenant, landlord, and the City. Anyone who offers a dwelling or rooming unit for rent must obtain proper licenses and zoning approval from the City’s Department of Licenses and Inspections. Safety standards include requirements for items such as fire extinguishers and fire alarms, while health and maintenance standards include providing working bathroom and kitchen facilities, running water and connection to sewage, as well as heating and ventilation. Depending upon the housing arrangement, the tenant might be responsible for some upkeep items, while the landlord might be responsible for larger items. There is a small fee associated with the license application per rental unit. The City distributes a publication, “Partners for Good Housing,” which outlines the regulations of rental licensing.

Enterprise Housing Agency

Using the enterprise form of public housing agency can help communities navigate the complexities of housing and community issues in a cost-effective and efficient manner. An enterprise organization serves as the main point of coordination and contact for issues associated with affordable housing within a jurisdiction. This organizational form can help local jurisdictions make the most of available resources by leading a network of public, nonprofit, and for-profit organizations in providing high-quality housing opportunities for households at various income levels.

Rockville, Maryland

The mission of Rockville Housing Enterprises is to provide opportunities to enhance self-sufficiency and provide quality, safe, affordable housing for residents of the City of Rockville (www.rockvillehe.org). Located in the Washington, DC metropolitan area where affordable housing has long been a critical need, this public housing agency not only provides traditional public housing units and administers the Housing Choice Voucher program but also owns and operates affordable rental housing units under the Low Income Housing Tax Credit program.

Table 26. Five-Year Strategic Plan

Strategy	Responsible Party	Time Frame	Anticipated Cost	Funding Source
Housing Strategies				
Institute home ownership program for first time homeowners, in targeted areas or city-wide.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	\$2,500 (yearly)	CDBG, HOME
Pursue resource opportunities (state and federal grants) for home ownership and renewal (non-profit and private organization).	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	\$250,000 (yearly)	HOME, HCV
Require that first-time homebuyers applying for down payment assistance attend a financial literacy and planning course.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	\$2,500 (yearly)	CDBG, HOME
Pursue funding for multifamily housing development annually.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	LIHTC, HOME
Revise Zoning Ordinance to encourage the development of workforce housing or a variety of housing types in targeted areas.	Housing Authority / Planning & Development	Oct 2012 - Apr 2013	Staff time	n/a
Implement an Energy Retrofit program to provide assistance to homeowners and landlords who wish to make their properties more energy efficient, thus reducing utility costs.	Housing Authority / Planning & Development		Staff time	CDBG, HOME
Create a clearinghouse of resource material related to housing affordability and begin a public awareness and education campaign.	Housing Authority / Planning & Development	Oct 2012 - Sept 2013	Staff time	n/a
Maintain a current Housing Conditions inventory, paying special attention to vacant units.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Implement a Vacant Housing Registry, requiring owners of vacant properties to register with the City.	Housing Authority / Planning & Development	Oct 2012 - Apr 2013	Staff time	n/a
Adopt a definition for blight that includes properties within a redevelopment plan area as well as those properties listed as dilapidated or deteriorated in the Housing Conditions survey.	Housing Authority / Planning & Development	Oct 2012 - Nov 2012	Staff time	n/a
Continue evaluating housing and property maintenance codes and apply stringent enforcement.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Continue to implement the substandard abatement program.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Continue to implement blight tax.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Build relationships with the Department of Community Affairs.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Leverage annual funds from the General Fund that are used for demolition to pursue and supplement state grants.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	\$150,000	General Fund
Allow and encourage compatible infill development in established neighborhoods.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Strengthen Historic Preservation efforts in residential neighborhoods.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Promote transit-oriented development near proposed future transit station areas.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	n/a
Establish neighborhood associations.	Housing Authority / Planning & Development	Oct 2012 - Apr 2013	Staff time	n/a

Strategy	Responsible Party	Time Frame	Anticipated Cost	Funding Source
Encourage an increase in downtown housing residential opportunities (lofts).	Housing Authority / Planning & Development / Economic Development	Oct 2012 - Oct 2017	Staff time	n/a
Draft amendments to the Zoning Ordinance to promote the development of quality housing and a greater variety of housing types.	Housing Authority / Planning & Development	Oct 2012 - Apr 2013	\$20,000	General Fund
Partner with nonprofits, for-profits, and philanthropic partners to support the preservation and creation of public housing.	Housing Authority	Oct 2012 - Oct 2017	Staff time	n/a
Support the application of Low Income Housing Tax Credits and other appropriate funding sources to maintain low income units.	Housing Authority/City	Oct 2012 - Oct 2017	Staff time	n/a
Rehabilitate existing housing units.	Housing Authority/ Planning & Development	Oct 2012 - Oct 2017	\$1,000,000 [1]	General Fund
Seek funding sources for rental assistance.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	DCA
Work to build additional collaborative capacity among public, nonprofit, and for-profit housing and community service providers with the assistance of an external consultant.	Housing Authority / Planning & Development / Economic Development / others	Oct 2012 - Sept 2015	Staff time	n/a
Homelessness Strategies				
Create more permanent housing that is affordable to low and moderate income residents. Pursue funding for multi-family housing year after year.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	
Develop homelessness prevention and rapid-rehousing programs.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	
Implement foreclosure prevention strategies by providing financial counseling and emergency grants or loans to individuals and families at risk of losing their homes, especially low-income homeowners who lack the resources to seek subsequent housing opportunities.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	TBD	
Work with the Spalding County Collaborative to survey homeless shelters and transitional housing and interview unsheltered homeless residents.	Housing Authority / Planning & Development	Oct 2012 - Oct 2013	TBD	
Create a clearinghouse of funding resources for shelters and transitional housing; implement an education campaign to help institutions that serve the homeless identify their needs and potential funding sources.	Housing Authority / Planning & Development	Oct 2012 - Oct 2013	TBD	
Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to homeless or previously institutionalized individuals through the extensive service provider network that exists.	Housing Authority / Planning & Development	Oct 2012 - Oct 2017	Staff time	
Special Needs / Vulnerable Population Strategies				
Continue to partner with the Spalding County Collaborative in providing emergency housing, specific programs, and counseling to victims of domestic violence through the extensive service provider network that exists.	Housing Authority/City	Oct 2012 - Oct 2017	Staff time	
Work with service providers for domestic abuse victims to help them secure housing.	Housing Authority	Oct 2012 - Oct 2017	Staff time	

Strategy	Responsible Party	Time Frame	Anticipated Cost	Funding Source
Continue to partner with the Spalding County Collaborative in providing specific programs and counseling to previously institutionalized individuals through the extensive service provider network that exists.	Housing Authority/City	Oct 2012 - Oct 2017	Staff time	
Community Development Strategies				
Implement neighborhood watch associations.	Police Department/ City	Oct 2012 - Oct 2013	Staff time	n/a
Replace aging fire engines and equipment.	Fire Department	Oct 2012 - Oct 2017		
Maintain ISO (Insurance Service Office) rating of 3 or better within the City.	Fire Department	Oct 2012 - Oct 2017		
Promote water conservation measures.	Public Works	Oct 2012 - Oct 2017		
Replace damaged and faulty water meters.	Public Works	Oct 2012 - Oct 2014		
Use stormwater utility to implement stormwater management BMPs.	Public Works	Oct 2012 - Oct 2017		
Monitor stream quality.	Public Works	Oct 2012 - Oct 2017		
Update watershed assessment study.	Public Works	Oct 2012 - Oct 2013		
Expand the City Cemetery.	Public Works	Oct 2013 - Oct 2015		
Explore the possibilities of reusing vacant schools for public services and amenities.	Public Works	Oct 2012 - Oct 2013		
Implement new programs and renovations to improve Municipal Park and the golf course.	Public Works	Oct 2012 - Oct 2017		
Identify more opportunities for joint service and funding agreements between Spalding County and Griffin that will spread the cost and improve the efficiencies of public facilities and services, such as garbage collection, parks and recreation, libraries, emergency services, and other facilities and services that are now funded and provided separately.	Public Works / Central Services / Planning & Development	Oct 2012 - Oct 2017		
Actively support initiatives of the University of Georgia system.	Planning & Development/ City	Oct 2012 - Oct 2017		
Coordinate city land use policy and school planning decisions through open communication and regular reporting of development activity.	City/ Planning & Development	Oct 2012 - Oct 2017		

Notes:

[] Revolving loan account to be replenished with increased rental rates from units (assume \$20,000 per unit and 50 units per year).

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