



# **Mecklenburg County CDBG Entitlement Program**

**2015 Consolidated Annual Performance and Evaluation Report**

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## **CR-05 - Goals and Outcomes**

**Progress the jurisdiction has made in carrying out its strategic plan and its action plan.**

### **91.520(a)**

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

Mecklenburg County is pleased to present its Consolidated Annual Performance and Evaluation Report (CAPER) for the 2015 Program Year (FY 2015-2016). In accordance with the federal regulations found in 24 CFR 570, Mecklenburg County has prepared this CAPER for the period of July 1, 2015 to June 30, 2016. The CAPER presents the County's progress in carrying out projects and activities pursuant to the Program Year (PY) 2015 Annual Action Plan for the Community Development Block Grant (CDBG) funds that are received from the United States Department of Housing and Urban Development (HUD) to principally benefit low and moderate-income persons in the County.

As an Urban County Entitlement designated by the HUD, Mecklenburg County receives Community Development Block Grant funds annually. The 2015 CAPER describes and evaluates how Mecklenburg County invested formula funds from HUD to meet affordable housing and community development needs. Activities and accomplishments described in this report primarily benefit low-income and moderate income residents, and the County and participating municipalities as a whole. Mecklenburg County received a 2015 CDBG Entitlement allocation of \$648,132. In addition to the entitlement funds, \$56,389 was available for allocation from deobligated funds from closed projects. Through the funding cycle all funds were allocated to programs that would further the goals of the consolidated plan and the CDBG program.

This annual report also provides a general assessment of the County's progress in addressing the priorities and objectives contained in its five-year 2016-2020 Consolidated Plan (Con Plan) covering the period of July 1, 2015 through June 30, 2020. The 2015 CAPER and other pertinent documents may be accessed by sending requests for information to Timmothy Tibbs, Assistant to the County manager at [Timmothy.Tibbs@MecklenburgNC.gov](mailto:Timmothy.Tibbs@MecklenburgNC.gov).

The Consolidated Plan included the following high priority Goals that are the basis for the activities previously approved in the 2015 Annual Action Plan, the Consolidated Plan Goals are not listed in any particular order:

#### **Goal 1: Retain affordable housing stock of existing housing in lower income neighborhoods**

- Preserve and expand the supply of affordable housing
- Provide assistance to low income homeowners to rehabilitate and/or provide emergency repairs for their homes
- Expand supply of affordable housing

**Goal 2: Improve livability and safety of neighborhoods** Ensure residents have access to sanitary water and sewer services

- Ensure high level of quality of life with good access to local schools, shops, and parks
- Help homeless populations and persons in danger of becoming homeless find shelter
- Ensure that neighborhood shopping for basic needs is available

**Goal 3: Encourage the economic vitality of neighborhoods**

- Promote neighborhood sustainability and stabilization
- Continue support for provision of services to those individuals and groups with special needs, such as the elderly and the disabled

**Goal 4: Encourage economic mobility for neighborhoods and residents**

- Support opportunities for job creation, job training for LMI individuals
- Support growth opportunities for local economies
- Support improvements for nonprofit facilities that provide vital services for LMI area residents
- Provide access to support services for working families.

The County continues to make progress with CDBG funds in increasing the supply and sustainability of affordable permanent housing, improving public infrastructure and public facilities, and increasing public services for County residents. In addition, the County diligently continued its efforts in affirmatively furthering fair housing in the administration of program funds. The data provided in this CAPER discusses affordable housing outcomes, infrastructure and special needs activities, and other County actions in furtherance of the County's HUD Annual Plan Goals and Objectives.

### **CDBG Program Highlights**

CDBG funds were used to address a wide range of community development needs throughout the County. CDBG funds were allocated for sidewalk revitalization, waterline and road construction, housing rehabilitation, ADA improvements of public facilities and childcare services. The following provides a highlight of projects that were completed during PY 2015.

During the 2015 CDBG Program Year a total of 12 projects were underway, one from PY 2012, two from PY 2013, three from PY 2014 Program Year and six from PY 2014. The following projects were completed during PY 2015:

- Walkers Ferry Waterline Construction Phase III (PY 2012) and Phase IV: This project was carried out by Charlotte Mecklenburg Utilities, who installed approximately 6000 linear feet of waterline for this underserved area. This was the third and fourth phase that will bring municipal water service to an unserved LMI area within Mecklenburg County. Approximately 3,785 residents will have new access to water service, this will allow for more efficient water

service and the installation of future fire hydrants for local emergency services.

- Buckley Way Street Project (PY 2012): The purpose of the Buckley Way Road construction project was to provide the Crestdale Community (LMI Neighborhood) consisting of approximately 215 homes, with direct access to Downtown Matthews. Buckley Way Road connects E. John Street (major thoroughfare) to E. Charles St. (primary access to downtown Matthews) and is a two-lane road consisting of 500 Linear Feet of asphalt, curb and gutter.
- Davidson Cornelius Child Development Center – Tuition Scholarship Project (PY 2014 & 2015): Utilize CDBG funding and utilizing funds received from the local community to cover full tuition costs for childcare, as needed for families in crisis who are unable to pay sliding-scale tuition costs. Approximately 149 families received assistance for childcare costs.
- Town of Cornelius Sidewalk Revitalization Project: CDBG funds were used for sidewalk revitalization to connect new sidewalks to existing sidewalks in a coordinated pattern in the east Cornelius neighborhoods along Catawba Avenue. The project allowed for installing 3,749 linear feet of concrete sidewalks and associated drainage pipe and curbing along Burton, Hill, Meridian and Pecan Streets. Approximately 617 people were served by this project.
- Ada Jenkins Center Bathroom ADA Renovations Phase II (PY 2014): efforts under this activity included the completion of restroom facilities renovations and modifications for ADA accessibility to better serve the clients that seek services at the Ada Jenkins Center. Outcomes include upgrading six existing restroom located in the gymnasium and the LEARN Works building. Creating a new entrance at the rear of the building, that enclosed the structure and created a handicap accessible entrance to the building. This task made the gymnasium restrooms ADA compliant and remove the safety hazard at the former entrance at the rear of the building. Approximately 2,662 people were served by this activity.
- Huntersville Critical Home Repair Program (PY 2015): Our Towns Habitat received \$68,153 in CDBG funds in order to assist homeowners in the Town of Huntersville that had critical home repair needs, impacting the health and safety of the household residents. They set a goal of providing assistance for 10 homeowners and exceeded that goal, assisting a total of 14 homeowners. A majority of which were elderly and fell at or below 30% Area Median Income. Our Towns also contributed \$4,900 in matching funds. Note two homes were awaiting final inspections at the close of the fiscal year and therefore, these will be carried over into the next fiscal year for reporting; 12 home repair projects will be reported on this CAPER.
- Cornelius Critical Home Repair Program (PY 2015): Our Towns Habitat received \$68,153 in CDBG funds in order to assist homeowners in the Town of Cornelius that had critical home repair needs, impacting the health and safety of the household residents. They set a goal of providing assistance for 10 homeowners and exceeded that goal, assisting a total of 12 homeowners. A majority of which were elderly and fell at or below 30% Area Median Income. Our Towns also contributed \$3,600 in matching funds. Note: four homes were currently under contract for repairs at the close of the fiscal year and therefore, these will be carried over into the next fiscal year for reporting; 8 home repair projects will be reported on this CAPER.
- Ada Jenkins Center- Roofing Replacement Project (PY 2015): CDBG funds in the amount of \$257,259 were used for a renovation project that entailed replacing all roofing sections located

on four campus buildings, approximately 23,000 square feet of roofing was replaced, allowing the building's roofing system to meet current building code standards and removing risks associated with habitual roof leaks, that impeded activities and services at the Center.

**Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee’s program year goals.

**Accomplishment for the 2015 Program Year**

| Goal   | Category  | Outcome   | Expected        | Actual        | Unit of Measure        | Percent Complete        |
|--|---|---|-----------------|---------------|------------------------|-------------------------|
| Encourage econ mobility for residents/neighborhood | Homeless<br>Non-Homeless Special Needs<br>Non-Housing Community Development | <b>Indicator</b>  |                 |               |                        |                         |
|  |   | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | 4000            | 3881          | Persons Assisted       | 97.03%                  |
|  |   | Public service activities other than LMI housing benefit                                    | 24              | 52            | Persons Assisted       | 216.67%                 |
| Retain affordable housing stock                    | Affordable Housing  | <b>Indicator</b>  | <b>Expected</b> | <b>Actual</b> | <b>Unit of Measure</b> | <b>Percent Complete</b> |
|  |   | Homeowner Housing Added   | 4               | 0             | Household Housing Unit | 0%                      |
|  |   | Homeowner Housing Rehabilitated   | 20              | 20            | Household Housing Unit | 100%                    |

Table 1 - Accomplishments – Program Year

| Goal  | Category  | Funding     |           | Outcome   | Expected        | Actual        | Unit of Measure        | % Complete              |
|---|---|-------------|-----------|---|-----------------|---------------|------------------------|-------------------------|
| Encourage econ mobility for residents/ neighborhood | Homeless<br>Non-Homeless Special Needs<br>Non-Housing Community Development | CDBG        | \$500,000 | <b>Indicator</b>  |                 |               |                        |                         |
|   |   | DCCDC       | \$90,000  | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | 6000            | 5020          | Persons Assisted       | 83.67%                  |
|   |   | Ada Jenkins | \$400,000 | Public service activities other than Low/Moderate Income Housing Benefit                    | 84              | 159           | Persons Assisted       | 189.29%                 |
|   |   | Davidson    | \$150,000 |   |                 |               |                        |                         |
| Encourage the economic                              | Affordable Housing  | CDBG        | \$399,563 | <b>Indicator</b>  | <b>Expected</b> | <b>Actual</b> | <b>Unit of Measure</b> | <b>Percent Complete</b> |

|  |                                   |              |             |   |                 |               |                          |                         |
|--|-----------------------------------|--------------|-------------|---|-----------------|---------------|--------------------------|-------------------------|
| vitality of neighborhoods                      | Accessibility and walk-ability    | Cornelius    | \$60,000    | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | 250             | 730           | Persons Assisted         | 292%                    |
|  |                                   | Huntersville | \$60,000    |   |                 |               |                          |                         |
|  |                                   | Matthews     | \$60,000    |   |                 |               |                          |                         |
| Improve livability and safety of neighborhoods | Non-Housing Community Development | CDBG         | \$1,000,000 | <b>Indicator</b>  | <b>Expected</b> | <b>Actual</b> | <b>Unit of Measure</b>   | <b>Percent Complete</b> |
|  |                                   | Cornelius    | \$60,000    | Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit | 35              | 320           | Persons Assisted         | 914.29%                 |
|  |                                   | Matthews     | \$50,000    |   |                 |               |                          |                         |
|  |                                   | Huntersville | \$60,000    |   |                 |               |                          |                         |
|  |                                   | Pineville    | \$20,000    |   |                 |               |                          |                         |
| Retain affordable housing stock                | Affordable Housing                | CDBG         | \$810,000   | <b>Indicator</b>  | <b>Expected</b> | <b>Actual</b> | <b>Unit of Measure</b>   | <b>Percent Complete</b> |
|  |                                   | GMHH         | \$100,000   | Homeowner Housing Added   | 10              | 2             | Households Housing Units | 20%                     |
|  |                                   | OTHH         | \$200,000   | Homeowner Housing Rehabilitated   | 40              | 23            | Households Housing Units | 57.5%                   |
|  |                                   | Cornelius    | \$20,000    |   |                 |               |                          |                         |
|  |                                   | Huntersville | \$20,000    |   |                 |               |                          |                         |

Table 2- Accomplishments –Strategic Plan to Date

**Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

Specific objectives identified in the County's plan are:

1. Retain affordable housing stock of existing housing in lower income neighborhoods;
2. Improve livability and safety of neighborhoods;
3. Encourage the economic vitality of neighborhoods; and
4. Encourage economic development for neighborhoods and residents.

During PY 2015, priority programs that fall into the public service, public facility improvements, public infrastructure improvement with both housing and non-housing benefits and affordable housing, consistently met or exceeded the 2015 goals.

## CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

### Narrative

The Table 3 list the numbers of beneficiaries that reported race and ethnicity that received assistance from HUD funded programs during the 2015 Program Year. The client demographics shown in the table indicates that Mecklenburg County's CDBG program has been effectively inclusive of minority populations. The data is also reflective of Mecklenburg County's demographic makeup. According to the 2014 American Community Survey Five-year Estimates, Black or African Americans accounted for 31% of the population, Asians 5%, American Indian or American Native 0.4%, Native Hawaiian or other Pacific Islander 0.1%, and other and multi-racial 6.7%, and whites 57%. Based on the chart the County's CDBG program has distributed services equitably across the County's demographic populations.

| Race:   |              |
|---|--------------|
| White   | 1,791        |
| Black or African American                               | 1,767        |
| Asian   | 10           |
| American Indian or American Native                      | 114          |
| Native Hawaiian or Other Pacific Islander               | 11           |
| American Indian/Alaskan Native & White                  | 38           |
| Asian & White   | 6            |
| Black/African American & White                          | 40           |
| American Indian/Alaskan Native & Black/African American | 14           |
| Other Multi-Racial                                      | 255          |
| <b>Total</b>  | <b>4,046</b> |
|   |              |
| Ethnicity:  |              |
| Hispanic  | 738          |
| Not Hispanic  | 0            |

**Table 3 – Table of assistance to racial and ethnic populations by source of funds**

## CR-15 - Resources and Investments 91.520(a)

### Identify the resources made available

| Source of Funds | Source                                      | Resources Made Available | Amount Expended During Program Year |
|-----------------|---|--------------------------|-------------------------------------|
| <b>CDBG</b>     |   | 704,521                  | 891,927                             |
| <b>Other</b>    | Davidson Cornelius Child Development Center | 75,000                   | 82,196                              |
| <b>Other</b>    | Greater Matthews Habitat for Humanity       | 100,000                  | 0                                   |
| <b>Other</b>    | Our Towns Habitat for Humanity              | 40,000                   | 33,666                              |
| <b>Other</b>    | The Ada Jenkins Family Center               | 300,000                  | 253,320                             |
| <b>Other</b>    | Town of Cornelius                           | 0                        | 0                                   |
| <b>Other</b>    | Town of Davidson                            | 0                        | 0                                   |
| <b>Other</b>    | Town of Huntersville                        | 0                        | 0                                   |
| <b>Other</b>    | Town of Matthews                            | 50,000                   | 48,906                              |
| <b>Other</b>    | Town of Pineville                           | 0                        | 0                                   |

**Table 2 – Resources Made Available**

### Narrative

Mecklenburg County had \$704,521 available in CDBG resources for 2015 approved projects. According to the IDIS Report PR-50, Mecklenburg County disbursed \$ 891,927 in CDBG funds, other records indicate that an additional \$418,088 was contributed to projects from local and private match. The County disbursed \$94,954 in administrative funds, \$69,441 for public services, \$62,801 towards housing programs, \$26,500 toward real property acquisition and \$ 638,481 towards facility improvements and infrastructure.

### Identify the geographic distribution and location of investments

| Target Area                                 | Planned Percentage of Allocation | Actual Percentage of Allocation | Narrative Description  |
|---|----------------------------------|---------------------------------|--|
| <b>Mecklenburg County CDBG Program Area</b> | 100                              | 100%                            | ETJ areas of Mecklenburg County, and the Towns of Cornelius, Davidson, Huntersville, Matthews and Pineville. |

**Table 3 – Identify the geographic distribution and location of investments**

### Narrative

Mecklenburg County does not allocate CDBG funds geographically. Applications for CDBG funds are received annually from participating municipalities and qualifying area non-profits. Applications are evaluated based on type and severity of need, number of beneficiaries served and meeting national objectives set by HUD. An Advisory Committee reviews the applications and makes awards based on application ratings. The CDBG Advisory Committee seeks to distribute funds equitably throughout Mecklenburg County in order to meet the needs of the community.

## Leveraging

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

During the 2015 program year the Mecklenburg County CDBG program activities realized approximately a 53% match from local and private funds. While this number was in line with projections, program staff believes not all subrecipients are fully capturing their cash and in-kind contributions. Staff found that recipients were not clear on how to calculate, value, or track their in-kind and cash contributions for their activities. Staff is working with these subrecipients and new subrecipients to provide training on how to accurately value, track and report the in-kind and matching contributions. We feel as the subrecipients become more experience and ensuring staff have keen oversight of reporting reviews, we will be able to more accurately capture leveraged resources for Mecklenburg County's program.

## CR-20 - Affordable Housing 91.520(b)

**Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.**

|  | One-Year Goal | Actual |
|--|---------------|--------|
| Number of homeless households to be provided affordable housing units      | 0             | 0      |
| Number of non-homeless households to be provided affordable housing units  | 0             | 0      |
| Number of special-needs households to be provided affordable housing units | 0             | 0      |
| Total  | 0             | 0      |

Table 4- Number of Households

|  | One-Year Goal | Actual |
|--|---------------|--------|
| Number of households supported through rental assistance                 | 0             | 0      |
| Number of households supported through the production of new units       | 2             | 0      |
| Number of households supported through the rehab of existing units       | 20            | 20     |
| Number of households supported through the acquisition of existing units | 0             | 0      |
| Total  | 20            | 20     |

Table 5 - Number of Households Supported

**Discuss the difference between goals and outcomes and problems encountered in meeting these goals.**

Mecklenburg County meet the proposed goals for the 2015 Annual Action Plan with regards to affordable housing construction of new units. Due to errors at the regional HUD office part of the 2015 allocation was held back affecting subrecipients in the Town of Matthews, specifically Greater Matthews Habitat for Humanity (GMHH). Funding in the amount of \$99,000 for GMHH was not available to Mecklenburg County until May 2016, therefore these project goals will be carried over to Program Year 2016.

**Discuss how these outcomes will impact future annual action plans.**

Mecklenburg County is pleased with the results realized with regards to housing goals, however, the need for housing support continues to grow throughout the CDBG program area. Given the modest annual allocation for Mecklenburg County, it is a challenge to support high volume activities that increase the program area's supply of affordable housing. Mecklenburg County hopes that in the future there will be opportunities to partner CDBG funds with other programs and organizations in order to leverage dollars to increase the programs capacity to add affordable housing units.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

| Number of Persons Served    | CDBG Actual |
|-----------------------------|-------------|
| <b>Extremely Low-income</b> | <b>6</b>    |
| <b>Low-income</b>           | <b>13</b>   |
| <b>Moderate-income</b>      | <b>1</b>    |
| Total                       | 20          |

**Table 6 – Number of Persons Served**

**Narrative Information**

The chart above reflects beneficiaries realized from the PY2015 Our Towns Habitat for Humanity, Cornelius and Huntersville Critical Home Repair Projects, which involved assisting homeowners that had critical home repair needs, impacting the health and safety of household residents.

## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

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

The first and most critical step toward getting families and individuals appropriate housing is to expand the supply and access to affordable housing, in particular supportive and service-enriched housing. 10-year Plan to End and Prevent Homelessness calls for creating 2,500 supportive and service-enriched housing units over the next ten years; 500 supportive units for chronically homeless men and women and 2,000 service-enriched units for families and individuals. Creating new units doesn't necessarily mean building new units. We have an estimated 7,000 vacant rental units existing in our community, most of which are not affordable for low income households. A portion of our housing need could be met through rental subsidies and rehabilitation of some of these surplus units. A Way Home, in partnership with others and based on national models, has developed a model for creating 200 service-enriched units within our existing housing stock, reflecting a cost of between \$30,000 and \$35,000 per unit. As part of this model, service agencies have identified ways in which they could coordinate existing resources to provide services to residents living in the units.

Other strategies we will pursue to advance the goal of getting people into appropriate and safe permanent housing as soon as possible include:

- Developing new sources of short and long-term housing subsidies to enable people to move into and retain housing;
- Expanding community-based case management services that embody a coordinated "wraparound" service approach that helps residents of service-enriched housing reach their goals for self-directed living;
- Developing systems integration strategies to ensure that mainstream services such as public assistance programs, employment training and placement, health care and mental health and substance abuse treatment are streamlined to provide access to residents living in supportive or service-enriched housing; and
- Incorporating housing assistance centers and rapid re-housing strategies and processes into the overall homeless support system to quickly assess housing and services needs of those experiencing homelessness and provide links to permanent housing.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

Mecklenburg County is not a recipient of Emergency Shelter Grant (ESG) funds. However, the City of Charlotte is a recipient and ESG funds; these funds are utilized by the Charlotte-Mecklenburg Continuum of Care, of which Mecklenburg County is a partner. ESG funds are used to provide homeless persons with emergency shelter and essential support services. ESG funds also provided homelessness prevention and repaid re-housing activities which includes short and medium term rental assistance to homeless individuals or individuals at imminent risk of becoming homeless. ESG funds will also be utilized to subsidize the cost of implementing the Homeless Management Information System (HMIS), in

order to meet reporting requirements for the grant program.

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

“More Than Shelter” recommends targeting limited prevention resources on those families and individuals at greatest risk of becoming homeless including:

- Teens aging out of foster care;
- Families seeking financial and other assistance at Crisis Assistance Ministry on more than one occasion;
- Families who lose their housing as a result of evictions, code violations, or other public action;
- Victims of domestic violence; and
- People being discharged from prison, jail, hospitals, mental health facilities and other institutions.

Prevention strategies recommended in the plan include:

- Expand the role of Crisis Assistance Ministry as a “one-stop” support center for families and individuals susceptible to becoming homeless. An expanded center would provide a broader range of services than currently is offered at Crisis such as on-site and/or linked eviction and foreclosure related legal assistance, in-depth financial/credit education and counseling, benefits eligibility counseling and application, and housing case management and referral services. This is the place where thousands of vulnerable families and individuals come each year to stave off eviction and utility cut-offs. For good or bad, the agency has a “captive market”, and therefore, is a logical place for service expansion.
- Expand the capacity of mainstream service agencies to screen and assess their clients for risk factors for becoming homeless through development of a web-based screening and assessment tool.
- Develop and concentrate community-based prevention strategies and education in neighborhoods where high numbers of homeless people have come from and/or most of the requests for emergency financial assistance and/or evictions emanate.
- Stop the discharge of people into homelessness from institutional settings, including jails/prisons; mental health and substance abuse treatment and detoxification programs and foster care, by developing discharge planning policies and plans based “zero tolerance” for discharging people into homelessness. This includes expanding housing options, particularly for youth aging out of foster care.
- Provide additional emergency beds and transitional housing for victims of domestic violence so they receive the specialized support they need to help prevent further abuse and longer-term homelessness.

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

In order to link the chronically homeless to housing, “More Than Shelter’s” 10-year Plan calls for creating additional low-demand shelter options for chronically homeless men and women as a means of engaging people and ultimately linking them to permanent supportive housing. Low demand implies that as long as a person meets minimal requirements such as being non-violent, he or she can seek shelter, no questions asked. Creating safe, supportive environments that may draw in the more challenged chronic homeless population will increase opportunities for outreach and engagement. Specifically, the plan recommends creating 200 year-round, low demand shelter beds for men and 50 low demand beds for women. It also calls for establishing two to three small safe havens for chronically homeless men and women living on the streets who are suffering from severe and persistent mental illness. Most communities of our size have such safe harbors for mentally ill people who are potentially endangered by living on the street.

Other strategies for reaching out to engaging people who are chronically homeless include:

- Streamlining and improving access to SSI (Supplemental Security Income and Disability Insurance) and Medicaid benefits, which can be a lengthy and difficult process, particularly for people with no address, mental illness and other barriers. In many cases, these benefits could be the life-line for chronically homeless individuals with significant disabilities;
- Developing non-traditional approaches to connecting chronically homeless to mental health, substance abuse and health services; and
- Expanding jail diversion strategies for chronic offenders charged with minor crimes to reduce the strain and costs on the criminal justice system and to link offenders to intervention services.

## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

Mecklenburg County does not own or operate any public housing developments or units and there are no future plans to own or operate public housing. The Charlotte Housing Authority is the agency providing public housing to approximately 22,293 residents in the City of Charlotte.

The Charlotte Housing Authority provides voucher assistance in the form of Project-based Vouchers, Tenant-based Vouchers and Special Purpose Vouchers for Veterans Affairs Supportive Housing, Family Unification Program and Disabled individuals. According to PIC (PIH Information Center) data (April 2016), there are 53 Public Housing Communities with 3,297 housing units for families and senior/disabled individuals. 278 Project-based vouchers were issued to developments (apartment complexes) for income qualified persons to reside in affordable housing units. These vouchers stay with the development, not the individual. Approximately 4,918 Tenant-based Vouchers were issued to heads of households who are then able to go anywhere in the City/County/State to live as long as the landlord is willing to work with the Housing Choice Voucher program, the rent fits specified criteria and the unit

passes inspection.

Comparing the housing assistance distribution of Charlotte Housing Authority between Public Housing Units (40%) and Section 8 Housing Vouchers (60%) to that of all housing authorities in North Carolina, Charlotte Housing Authority has a larger proportion of public housing units than the average housing authority. The housing authority's proportion of Section 8 vouchers under management is larger than the average housing authority in North Carolina.

CHA's current housing stock meets the accessibility needs of residents of Public Housing and Housing Choice voucher holders. However, in developments undergoing substantial renovations, a minimum of 7% of the units are converted for accessibility to accommodate mobility, sight/hearing impaired families. The agency currently has a Special Accommodation Review Panel to quickly approve any current resident request for program and/or physical accommodations assistance.

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

The Charlotte Housing Authority works with resident services at each of the public housing developments and through this collaboration promote programs and activities for residents. Some of the programs offered include: the Family Self-Sufficiency Program which is a five-year homeownership education program.

### **Actions taken to provide assistance to troubled PHAs**

Not applicable

## **CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)**

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

**NIMBY (Not in My Backyard) Opposition to Affordable Housing:** NIMBY coupled with the limited availability of developable land, affordable housing projects are subject to opposition from neighboring property owners expressing concern over negative impact of affordable housing developments on property values. Mecklenburg County will participate in the Charlotte-Mecklenburg HOME Consortium to complete an analysis and revise its current affordable housing locational policy to facilitate the location of affordable housing development in the community. Outreach and education to dispel myths about low-income housing and education about Fair Housing rights will also help to address NIMBY. Community opposition (NIMBY) is one of the greatest barriers to affordable housing in Charlotte-Mecklenburg.

### **Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

Lack of funding for housing and supportive services is the greatest obstacle to addressing the unmet need of non-homeless special needs populations. Neighborhood resistance to creating housing for certain special needs populations is a significant obstacle. Mecklenburg County will actively seek out public/private partnerships in an effort to close the funding gaps for affordable housing.

#### Actions planned to foster and maintain affordable housing

Over the next year, Mecklenburg County will focus affordable housing resources on the following objectives for non-homeless priority needs individuals and families.

- Increasing the supply of safe, decent rental housing, particularly for extremely low and very low-income households. This will be accomplished through partnerships with local municipalities and area non-profits that can work together to bring about this goal.
- Increasing opportunities for low, moderate and middle-income households to become homeowners. Mecklenburg County will provide CDBG funding to area Habitat for Humanity programs to increase homeownership within the CDBG Program Area.

Encourage and promote the economic vitality of neighborhoods. Mecklenburg County will continue to invest CDBG funds in improving infrastructure in LMI neighborhoods to improve the quality of service and access to opportunities. Additionally, Mecklenburg County will support improving facilities that provide supportive services to LMI and special populations in order to promote economic mobility for area residents. Lastly, Mecklenburg County is committed to supporting working families in order to allow for enhanced economic opportunities.

### **Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

Mecklenburg County will continue to implement the City of Charlotte's LeadSafe Charlotte Program. The County will further integrate lead safe work practices to all County rehabilitation programs, by providing information on training offered by the City of Charlotte for all contractors on the Housing bidder's lists regarding lead safe work practices and encourage Code Enforcement Officials to make referrals to LeadSafe Charlotte and enforce code requirements regarding the elimination of deteriorated paint.

LeadSafe Charlotte will also focus on increasing collaboration with the Mecklenburg County Health Department to do outreach and testing of children in vulnerable neighborhoods, including an increasing number of Hispanic/Latino children. The City prioritizes units enrolled in the lead program through direct referrals from the Mecklenburg County Health Department for children with elevated levels at 10 ug/l or above.

In addition, the County will continue to: 1) promote the Lead Hazard Reduction Coalition, established by the City's LeadSafe Charlotte Program that brings various community leaders and interest groups together to pool resources and ideas; 2) further integrate lead-safe work practices in all County rehabilitation programs and provide lead remediation training to all contractors on the County's Housing Bidder's list; and 3) continue to encourage Code Enforcement officials to make referrals to LeadSafe Charlotte and enforce code requirements relating to the elimination of deteriorated paint.

## **Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

The City of Charlotte and Mecklenburg County have been pursuing various strategies and initiatives to improve economic opportunity for low wealth residents. Most of these efforts are integrated into the goals, programs and policies of the City of Charlotte Neighborhood & Business Services Department, the Mecklenburg County Department of Social Services and the Charlotte Housing Authority. Some of the prominent strategies aimed at reducing poverty in Charlotte-Mecklenburg include:

- Work First Program to help lift households receiving public assistance out of their poverty circumstances and into full-time employment.
- Charlotte Housing Authority's Family Self-Sufficiency Program that provides remedial education, counseling, job training referral and placement to public housing residents.
- Charlotte Works- NC Works Centers, which provides resources and services to meet the needs of Charlotte-Mecklenburg's underemployed and unemployed residents.
- Mayor's Mentoring Alliance – focuses on improving the lives of Charlotte-Mecklenburg's youth through connecting mentoring organizations to promote best practices and provide workshops, resources and standards for quality service delivery.
- Mayor's Youth Employment Program (MYEP): Since 1986, the MYEP has worked to prepare Charlotte's youth for future employment. The program focuses on leveraging relationships with businesses and the community to provide meaningful, career oriented internships for participants. The goal of the program is to improve neighborhood quality of life through a community engagement strategy that ensures children are safe, succeeding in school and supported by their community.
- The Charlotte-Mecklenburg Coalition for Housing is a community based board appointed to implement the Charlotte-Mecklenburg Ten Year Plan to End and Prevent Homelessness. In addition to their responsibility for implementing the Ten Year Plan, this board provides guidance and direction for Housing Trust Fund issues and allocations, and the Continuum of Care. Board Members bring expertise and commitment to the Ten Year plan with authentic and influential experience in homelessness and housing services and are appointed by the Charlotte Mayor, City Council and the Mecklenburg County Commission. This board will help address system gaps and create opportunities for greater collaboration and coordination across governmental and non-profit agencies as well as with the private sector.

## **Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

### Mecklenburg County CDBG Program (specific) Institutional Delivery System:

The institutional structure for the delivery of CDBG programs and services to low and very-low income families and individuals in the Mecklenburg CDBG program area involves public, private and non-profit participation at the local and federal levels. Participating member governments for the CDBG program partner with the County to maintain a strong institutional structure for affordable housing needs and non-housing community development needs in the program area. These local government entities include the Towns of Cornelius, Davidson, Huntersville and Matthews. Mecklenburg County also works closely with the Charlotte-Mecklenburg Utilities to provide public infrastructure services (water/sewer) to underserved areas. Non-profits play a key role in promoting and finding permanent solutions to the housing crisis and increase access to services through collaboration and cooperation between service

providers. Member agencies include non-profit developers, housing providers and supportive services; which includes the Davidson Housing Coalition, Our Towns Habitat-Davidson, and Habitat for Humanity-Matthews, and Ada Jenkins. As the CDBG program matures, new partnerships with private and nonprofit agencies will be developed in order to further the reach of the program.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

Mecklenburg County continues to support and participate in the Charlotte-Mecklenburg Housing Partnership, Inc. (aka The Housing Partnership), which is a broad based, private, nonprofit housing development and financial corporation organized to expand affordable and well-maintained housing within stable neighborhoods for low and moderate-income families in the City of Charlotte and Mecklenburg County; with a continuing interest in the ability of occupants to more fully enter the economic mainstream.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

Mecklenburg County will actively seek out public/private partnerships in an effort to close the funding gaps for affordable housing. Mecklenburg County leads and participated in several additional federally funded housing and support service programs carried out through the Charlotte-Mecklenburg HOME Consortium for low income persons in the Charlotte-Mecklenburg region. The institutional structure for the delivery of housing and support services to low and very-low income families and individuals in Charlotte-Mecklenburg involves public, private and non-profit participation at the local, state and federal levels.

1. Charlotte Housing Authority, which owns and manages conventional public housing, develops mixed-income housing, provides City-financed public housing and transitional housing, and administers the Section 8 program.
2. Mecklenburg County's Code Enforcement Department, enforces the County's housing, nuisance and zoning codes.
3. Charlotte-Mecklenburg Housing Partnership (CMHP), a non-profit housing developer, administers a bank loan pool for single and multi-family mortgage financing and develops and owns multi-family mortgage financing. CMHP also develops and owns multi-family housing, produces homes for sale to low-income families, provides support services for renters and homeowners and offers homeownership counseling. Habitat for Humanity and Builders of Hope are other non-profit developers of low-income housing working in the community.
4. The private sector, which includes private developers, rental property managers, the banking community, local businesses and others with resources and/or technical expertise to commit to affordable housing development and management.
5. Housing support service providers including United Way agencies, Crisis Assistance Ministry, City of Charlotte, Mecklenburg County and Community Link that provide emergency housing, human services and housing counseling to the ELI and LMI families and individuals.

## CR-40 - Monitoring 91.220 and 91.230

**Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

Program/project monitoring is the responsibility of Mecklenburg County. At times Mecklenburg County may include monitoring as a responsibility of a service provider contracted to provide CDBG project administration. However, Mecklenburg County is aware it is the County's burden to ensure proof of monitoring meets or exceeds HUD requirements.

Subrecipient Projects: Monitoring of subrecipient projects has five major components:

5. **Grant Applications**: Request for funding applications are made on a standard form and are carefully reviewed and evaluated. Points are given for each criterion covering community need, program effectiveness, financial record, and capacity. Recommendations for funding are based on evaluation of the above criteria.
6. **Contractual Agreements**: Mecklenburg County enters into a two-part contractual grant agreement with each subrecipient. Part I of the agreement describes the tasks to be performed (Scope of Services) with the grant funds, the results to be achieved, and other conditions specific to the project. Part II lists all federal standards that the agency must comply with. Each funded activity is assigned to the Compliance Project Manager. The Project Manager conducts pre-monitoring, desk monitoring, and on-site monitoring visits at least twice per program year.
7. **Monitoring Records**: For each subrecipient, the staff will maintain monitoring records that include the following:
  - Basic recipient information
  - Monitoring Plan- A risk assessment is carried out to determine the appropriate frequency of on-site visits, and the areas to be reviewed, including some or all of: financial management, client eligibility, program effectiveness, property, procurement, program income, fair housing, and equal opportunity information
  - Subrecipient training and/or technical assistance provided
  - Review of the agency's CPA audit (when applicable) Quarterly financial reports and at a minimum quarterly draw requests for reimbursement from the subrecipient
  - Quarterly or monthly progress reports, whichever is required per the subrecipient agreement
  - On-site monitoring reports
  - Correspondence and notes of significant telephone conversations
8. **On-Site Visits**: Staff will perform on-site monitoring reviews at least quarterly, depending on the assessment of risk for non-compliance. Program operations are observed, subrecipient staff is interviewed, client eligibility confirmed, and financial and programmatic reports verified from original documentation.
9. **Long-Term Compliance**: Activities involving real property acquisitions or improvement require long-term compliance with the original purpose of the federal assistance. Mecklenburg County

will establish a method of inventorying all CDBG Real Property and will update this inventory annually, and confirm that such property is still being used for the intended purpose.

Staff will monitor federally funded projects that are implemented by the County through simple project tracking and management reporting systems. This process includes quarterly progress reports, financial reports and meeting reports; and review of project expenditures on a quarterly basis to ensure they are in line with the project budget.

## **Citizen Participation Plan 91.105(d); 91.115(d)**

**Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

Mecklenburg County is the lead entity charged with preparing the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER). In this capacity the County works in cooperation with other key government agencies, non-profit agencies and for-profit agencies addressing affordable housing, and other community development issues. Collaborative partnerships with key stakeholders are indispensable to the community's success in addressing the needs of low and moderate income residents and improving the quality of life for all the residents by ensuring that all residents, regardless of race, gender, age, income level or disability, have equal access to affordable housing, jobs and services available in the County.

The draft 2015 CAPER was made available for public review and comment during a 15-day period, September 4, 2016 through September 19, 2016.

The public notice was published on September 4, 2016 in the local newspaper (The Charlotte Observer), it was also posted on the County and Centralina Council of Governments' websites advertising the availability of the CAPER and inviting public comment.

Comments received as a result of the public notice and public hearings are as follows:

No public comments received.

## **CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

Mecklenburg County's has not changed the CDBG program objectives and continues to support projects that will support community housing and economic development goals and objectives for the remainder of the five-year consolidated planning period.

Mecklenburg County CDBG Objectives:

1. Retain affordable housing stock of existing housing in lower income neighborhoods
2. Improve the livability and safety of neighborhood
3. Encourage the economic vitality of neighborhoods
4. Encourage economic development of infrastructure

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No

**[BEDI grantees] Describe accomplishments and program outcomes during the last year.**

Not applicable.