



Mecklenburg County

CDBG Entitlement Program

2014 Consolidated Annual Performance and Evaluation Report

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 2014 Program Year (FY 2014-2015). As an Urban County Entitlement designated by the U.S. Department of Housing and Urban Development (HUD), Mecklenburg County receives Community Development Block Grant funds annually. The 2014 CAPER describes the projected results and benefits produced by Mecklenburg County as projected by the 2014 Annual Action Plan. 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 2014 CDBG Entitlement allocation of \$674,547. In addition to the entitlement funds, \$131,579 was available for allocation in reallocated funds from closed projects. The reallocation followed the Citizen's Participation Plan and did not exceed the threshold requiring an additional public hearing. Through the funding cycle all funds were allocated to programs that would further the goals of the consolidated plan and the CDBG program.

During the 2014 CDBG Program Year a total of 10 projects were underway one from PY 2012, two from 2013 Program Year and five from the 2014 Program Year. The following projects were completed during PY 2014:

- Walkers Ferry Waterline Construction Phase III (PY 2012): This project was carried out by Charlotte Mecklenburg Utilities. This was the third phase that will bring municipal water service to an unserved LMI area within Mecklenburg County. Approximately 2,921 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. This phase of the project was completed in April 2015.
- Matthews Habitat for Humanity Property Acquisition and Property Clearance (PY 2013): The organization completed the purchase of one residential lot within the Town of Matthews. Additionally, funding was utilized to provide clearance activities for five lots within the Sunrise Crossing subdivision. Construction will begin in September and October 2015 for two homes located on these parcels, with the others to follow beginning in late 2016. One housing unit was constructed on the Linden St (PY2012) property.
- Ada Jenkins Bathroom and Facility Renovation Project Phase I (PY 2013): The Ada Jenkins Center received funds to allow for renovating and unfitting four sets of restrooms to improve standards and bring into ADA compliance. This phase was completed March 2015.
- Our Towns Habitat for Humanity Cardinal Court Project (PY 2014): This organization purchased a foreclosed property within the Town of Davidson. The organization rehabilitated the property and secured a first-time home buyer for the property. The new homeowner took

occupancy late Spring 2015.

- Town of Cornelius Sidewalk Revitalization Project (2014 Program Year): The Town installed 1,488 linear feet of sidewalks, drainage, and curbing along Burton Lane and Meridian Street. The project allowed for connecting the new sidewalks to the existing sidewalk network through east Cornelius, which will ultimately provide increase access for area residents.

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.

Table 1 – Accomplishments – Program Year

Goal	Category	Funding		Outcome				
		Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
Encourage economic development for neighborhoods	Non-Housing Community Development	Davidson Cornelius Child Development Center	\$87,425.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit			Persons Assisted	0%
				Public service activities other than Low/Moderate Income Housing Benefit	84	107	Persons Assisted	127.38%
Encourage the economic vitality of neighborhoods	Non-Homeless Special Needs Non-Housing Community Development	Ada Jenkins Family Center	\$138,713.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	1100	1970	Persons Assisted	179.09%
Improve livability and safety of neighborhoods	Homeless Non-Housing Community Development	Town of Cornelius	\$87,425.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	321	666	Persons Assisted	207.48%
Retain affordable housing stock	Affordable Housing	Our Towns Habitat for Humanity	\$47,985.00	Homeowner Housing Added	1	1	Household Housing Unit	100.00%
				Homeowner Housing Rehabilitated	1	1	Household Housing Unit	100.00%
				Housing for Homeless added	0	0	Household Housing Unit	0%
				Housing for People with HIV/AIDS added	0	0	Household Housing Unit	0%
				Buildings Demolished	0	0	Buildings	0%
				Other	0	0	Other	0%

Table 2 - Accomplishments - Strategic Plan to Date

Goal	Category	Funding		Outcome				
		Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
Encourage economic development for neighborhoods	Non-Housing Community Development	CDBG	\$300,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit			Persons Assisted	0%
		Other	\$250,000.00	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	50	430	Households Assisted	860.00%
				Public service activities other than Low/Moderate Income Housing Benefit	84	107	Persons Assisted	127.38%
Encourage the economic vitality of neighborhoods	Non-Homeless Special Needs Non-Housing Community Development	CDBG	\$500,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	6000	5514	Persons Assisted	91.90%
		Other	\$700,000.00	Public service activities for Low/Moderate Income Housing Benefit	5	0	Households Assisted	0.00%
Improve livability and safety of neighborhoods	Homeless Non-Housing Community Development	CDBG	\$200,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	0	638	Persons Assisted	0%
		Other	\$175,000.00	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit	35	617	Households Assisted	1762.86%
Retain affordable housing stock	Affordable Housing	CDBG	\$450,000.00	Homeowner Housing Added	10	2	Household Housing Unit	20.00%
		Other	\$906,250.00	Homeowner Housing Rehabilitated	40	3	Household Housing Unit	7.50%
				Housing for Homeless added	0	0	Household Housing Unit	0%
				Housing for People with HIV/AIDS added	0	0	Household Housing Unit	0%
				Buildings Demolished	0	0	Buildings	0%
				Other	0	0	Other	0%

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 2014, priority programs that fall into the public service, public facility improvements, public infrastructure improvement with both housing and non-housing benefits, and affordable house, consistently met or superseded the 2014 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)

	CDBG
White	977
Black or African American	668
Asian	27
American Indian or American Native	17
Native Hawaiian or Other Pacific Islander	10
Total	1,699
Hispanic	843
Not Hispanic	939

Table 1 – Table of assistance to racial and ethnic populations by source of funds

Narrative

The above chart does not include persons that identified their race as other or multi-racial, these responses provide an additional 83 beneficiaries. Making a total of 1,782 area residents served during the 2014 program year.

The client demographics shown in the table above 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 2010 U.S. Census, Black or African Americans accounted for 30% of the population, Asians 4.6%668, American Indian or American Native 0.2%, Native Hawaiian or other Pacific Islander 0.1%, and other and multi-racial 8.8%, and white 55%. Based on the chart above the County's CDBG program has distributed services equitably across the County's demographic populations.

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
CDBG		\$1,670,902	\$889,577
Other	Ada Jenkins Family Center	\$254,854	\$42,128
Other	Davidson Cornelius Child Development Center	\$75,000	\$39,707
Other	Our Towns Habitat for Humanity	\$64,200	\$35,666
Other	Town of Cornelius	\$0	\$0
Other	Town of Matthews	\$34,000	\$0

Table 2 – Resources Made Available

Narrative

Mecklenburg County expended \$ 889,587 in federal funds and \$117,502 in local and private funds for activities during the 2014 program year. The County disbursed \$ 119,971 in administrative funds, \$61,698 for public services, \$ 142,238 towards housing programs, and \$ 565,670 towards facility improvements and infrastructure. Of the total expenditures for PY 2014 a total of \$443,309 was from both the 2012 and 2013 program years.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description

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 make 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 2014 program year the Mecklenburg County CDBG program activities realized approximately a 13% match from local and private funds. While this number was slightly less than projected, program staff believes they have identified causes for not capturing fully what was initially proposed. Staff found that recipients were not clear on how to calculate, value, or track their in-kind contributions for their activities. Staff has worked with these subrecipients to provide training on how to accurately value, track and report the in-kind contributions. Similar, for cash contributions subrecipients simply were not reporting this income for the activities, and again staff has provided training on how to do this. 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	0	0
Number of households supported through Rehab of Existing Units	1	1
Number of households supported through Acquisition of Existing Units	1	1
Total	2	2

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 2014 Annual Action Plan with regards to affordable housing.

Discuss how these outcomes will impact future annual action plans.

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	HOME Actual
Extremely Low-income		0	0
Low-income		8	0
Moderate-income		0	0
Total		8	0

Table 6 – Number of Persons Served

Narrative Information

The chart above reflects beneficiaries realized from the PY2014 Our Towns Habitat for Humanity Cardinal Court project, which involved purchasing a foreclosed home in the Town of Davidson and rehabilitating the property. The property was purchase by a low income first time homebuyer, female head of household. Secondly, Matthews Habitat for Humanity (PY2012), purchase land on Linden Street in 2013 and recently completed construction of a 5 bedroom 3 bathroom house for a family of seven.

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 appropriately housed 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.

The Charlotte-Mecklenburg Continuum of Care has successfully implemented rapid re-housing initiatives over the past several years. Unfortunately, there continues to be an unmet demand in the community for emergency shelter. The Continuum of Care and its partners actively continues to seek additional resources for rapid re-housing activities. Currently there is a collaborative public/private effort underway to create a rental subsidy endowment. Should this effort be successful, the area's capacity to rapidly re-house families will address overcrowded shelters over the next year. The Coordination of Services and Housing committee meets regularly to discuss strategies for reducing the need for shelter by using shelter diversion and targeted prevention.

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

“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 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

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

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 (May 2013), there are 2,755 housing units with vouchers in use in the unincorporated areas of Mecklenburg County. 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. 3,514 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. 66 Veteran Affairs Supportive Housing (VASH) vouchers (Special Housing Choice Vouchers) were issued to homeless veterans and their families. All VASH-voucher recipients must be referred to the program by the VA and they are assigned a VA-funded case manager.

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

Based on its reputation as a high performing agency with leadership abilities, CHA was selected as one of 30 agencies to participate in HUD's Moving to Work (MTW) Demonstration Program. CHA executed an amended and restated MTW agreement in April 2008 that extends through 2018. This program allows CHA to test innovative methods to improve housing services and better meet local needs. Through MTW, CHA has the flexibility to propose and implement housing and self-sufficiency strategies that may be exempted from existing public housing and tenant-based Housing Choice Voucher (Section 8) regulations.

The purpose of the program's flexibility is to achieve the following three primary goals:

1. Promote self-sufficiency among assisted families
2. Achieve programmatic efficiency and reduce costs
3. Increase housing choice for low-income households

CHA branded its local program as "Moving Forward". As part of its branding strategy, the agency launched a social marketing campaign in March 2009 to introduce the initiative to the Charlotte area and to communicate the importance of affordable housing for the low income families CHA serves. CHA's long-term MTW plan continues to center around creating comprehensive solutions to transition low income families to self-sufficiency. To this end, the agency will focus on three critical areas: 1) Self-sufficiency 2) Educating children; and 3) Enhancing the CHA portfolio.

Actions taken to provide assistance to troubled PHAs

N/A

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- JobLink Career Center System, 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)

N/A

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:

1. **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.
2. **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.
3. **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
4. **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.
5. **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 2013CAPER was made available for public review and comment during a 15 day period, August 25, 2015 through September 8, 2015.

On August 25, 2015 the County published a public notice in the local newspaper (The Charlotte Observer), it was also posted on the County and Centralina Council of Governments' website 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