

2017



Mecklenburg County CDBG Entitlement Program

2017 Consolidated Annual Performance and Evaluation Report

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Prepared for
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Executive Summary

Mecklenburg County is pleased to present its Consolidated Annual Performance and Evaluation Report (CAPER) for the 2017 Program Year (FY 2017-2018). In accordance with the federal regulations found in 24 CFR 570, Mecklenburg County has prepared this CAPER for the period of July 1, 2017 to June 30, 2018. The CAPER presents the County's progress in carrying out projects and activities pursuant to the Program Year (PY) 2017 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 2017 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 2017 CDBG Entitlement allocation of \$723,693. In addition to the entitlement funds, \$412 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 Consolidated Plan (Con Plan) covering the period of July 1, 2015 through June 30, 2020. The 2017 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.

CR-05 - Goals and Outcomes

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

91.520(a)

The Consolidated Plan included the following high priority Goals that are the basis for the activities previously approved in the 2017 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 public infrastructure construction, housing rehabilitation, energy efficiency improvements of public facilities, and childcare services. The following provides a highlight of projects that were completed during PY 2017.

The following projects were completed during the reporting period:

- 2016 Critical Home Repair Huntersville: This project began during the 2016 program year and was completed in PY 2017. During PY 2017 12 homeowners were assisted by providing critical home repairs that will help increase the sustainability of these properties to ensure the low to moderate housing stock is preserved within the Town of Huntersville
- 2016 Critical Home Repair Davidson: This project began during the 2016 program year and was completed in PY 2017. During PY 2017 six homeowners were assisted by providing critical

home repairs that will help increase the sustainability of these properties to ensure the low to moderate housing stock is preserved within the Town of Cornelius.

- 2017 Childcare Scholarship Project: The Davidson Cornelius Child Development Center utilized CDBG funding and 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 58 individuals benefited from assistance.
- 2016 Ada Jenkins Main Building Bathroom Renovation Project Phase I: Project funding will allow for renovations of bathrooms in a historical building that will bring them into ADA compliance. Due to other activities taking place on the campus during Program Year 2016 construction was delayed. However, all construction activities were completed during PY 2017.

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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)

Accomplishment for the 2017 Program Year

Table 1 - Accomplishments – Program Year

Goal	Category	Funding	Outcome				
Encourage ecob mobility for residents/neighborhood	Homeless Non-Homeless Special Needs Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	1700	1668	Persons Assisted	98.12 %
			Public service activities other than Low/Moderate Income Housing Benefit	60	58	Persons Assisted	96.67 %
Improve livability and safety of neighborhoods	Non-Housing Community Development		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	390	0	Persons Assisted	0.00 %
Retain affordable housing stock	Affordable Housing		Indicator	Expected	Actual	Unit of Measure	Percent complete
			Homeowner Housing Added	5	0	Household Housing Unit	0.00 %

Table 2- Accomplishments –Strategic Plan to Date

Goal	Category	Funding		Outcome				
		Source	Amount	Indicator	Expected	Actual	Unit of Measure	Percent complete
Encourage ecob mobility for residents/neighborhood	Homeless 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	6703	Persons Assisted	111.72%
		Other	\$90,000.00					
		Other	\$400,000.00	Public service activities other than Low/Moderate Income Housing Benefit	84	556	Persons Assisted	661.90%
		Other	\$150,000.00					
		Encourage the economic vitality of neighborhoods	Affordable Housing Other - Accessibility and walk-ability	CDBG	\$399,563.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	250	790
Other	\$60,000.00							
Other	\$60,000.00							
Other	\$60,000.00							
Improve livability and safety of neighborhoods	Non-Housing Community Development			CDBG	\$1,000,000.00	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	35	390
		Other	\$60,000.00					
		Other	\$50,000.00					
		Other	\$60,000.00					
		Other	\$20,000.00					
Other	\$20,000.00							
Retain affordable housing stock	Affordable Housing	CDBG	\$810,005.00	Homeowner Housing Added	10	2	Household Housing Unit	20.00%
		Other	\$100,000.00					
		Other	\$200,000.00	Homeowner Housing Rehabilitated	40	63	Household Housing Unit	157.50%
		Other	\$20,000.00					
		Other	\$20,000.00					
		Other	\$20,000.00					

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 2017, priority projects that fell into the public service, public facility improvements, and affordable housing categories, consistently met or exceeded the 2017 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	657
Black or African American	459
Asian	10
American Indian or American Native	12
Native Hawaiian or Other Pacific Islander	1
Total	1139
Hispanic	215
Not Hispanic	924

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

Narrative

The table lists the numbers of beneficiaries that reported race and ethnicity that received assistance from HUD funded programs during the 2017 Program Year. The client demographics shown in the table indicate 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 2016 American Community Survey Five-year Estimates, Black or African Americans accounted for 31.2% of the population, Asians 5.3%, American Indian or American Indian 0.3%, Native Hawaiian or other Pacific Islander 0.1%, and other and multi-racial 7.3%, and whites 55.9%. Based on the chart 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	Resources Made Available	Amount Expended During Program Year
CDBG	723,693	565,848
Other	255,000	44,356

Table 4- Resources Made Available

Narrative

Mecklenburg County had \$578,954 available in CDBG resources for 2017 approved projects and \$144,000 for administration and planning. According to the IDIS Report PR-50, Mecklenburg County disbursed \$565,848 in CDBG funds, other records indicate that an additional \$44,356 was contributed to projects from local and private match. The County disbursed \$102,981 in administrative funds, \$108,000 for public services, \$119,564 towards housing programs, \$26,361 toward real property acquisition and \$228,524 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
Mecklenburg County CDBG Program Area	100	100	All projects were located within the designated eligible areas.

Table 5 – 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 2017 program year the Mecklenburg County CDBG program activities realized approximately a 6% match from local and private funds. The porporation of matching local dollars was less than estimated in the 2017 Annual Action Plan, this was due to several projects not being completed during the program year. These projects will be completed in the upcoming program year and the local match dollars are expected to be relized based on the original projections.

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	5	0
Number of special-needs households to be provided affordable housing units	0	0
Total	5	0

Table 6 – 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	5	0
Number of households supported through the rehab of existing units	0	18
Number of households supported through the acquisition of existing units	0	0
Total	5	18

Table 7– Number of Households Supported

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

Mecklenburg County’s subrecipients were unable to meet the proposed goals for the 2017 Annual Action Plan with regards to affordable housing construction of new units. The subrecipient awarded funding linked to this goal was not able to complete the project during PY 2017. However, the project is underway and five new affordable housing units will be constructed during the upcoming program year. Further, Mecklenburg County was able to assist 18 homeowners with owner occupied single family housing critical home repairs. These units were projected to receive assistance in PY2016, due to a variety of factors the subrecipient was not able to carry out the activity until PY2017. Lastly, the Town of Matthews Crestdale Trail Construction project was delayed due unexpeted design and engineering requirements. The project is expected to be completed in the upcoming program year.

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 Households Served	CDBG Actual
Extremely Low-income	1,270
Low-income	296
Moderate-income	102
Total	1,668

Table 2 – Number of Households Served

Narrative Information

The chart above reflects beneficiaries realized from the projects completed during the program year 2017 that required information on income and family size required to determine eligibility.

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, there are 58 Public Housing Communities with 4,900 housing units for families and senior/disabled individuals. Approximately 4,500 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 and Section 8 Housing Vouchers 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)

Mecklenburg County continued to prioritize state and local funding sources for affordable housing, advocate for alignment of federal programs and encouraged affordable housing tools amongst its jurisdictions. Further the County is working with the City of Charlotte to develop incentives for developers to construction affordable housing as well as establishing mandatory inclusionary zoning policies.

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:

- Leading on Opportunity- which has developed a framework for a systemic approach to reducing the growing economic disparity with Charlotte-Mecklenburg.
- 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, Matthews and Pineville. 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 Our Towns Habitat for Humanity, Greater Matthews Habitat for Humanity, Davidson Cornelius Child Development Center and the Ada Jenkins Center. Mecklenburg County continually seeks to develop new partnerships with private and nonprofit agencies 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. The Housing Partnership, 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. The Housing Partnership 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 throughout 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: 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 and emails

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. Desk Audits: Staff performs audits of each subrecipients files via assement of the mirrored original files the County maintains for each project. If files are found to be missing per the prescribed file checklist an email is sent to the subrecipient requesting them to complete the files.
6. Long-Term Compliance: Activities involving real property acquisitions or improvements 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 2017 CAPER was made available for public review and comment during a 15-day period, August 24 2018 through September 7, 2018.

The public notice was published on August 23, 2018 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.