

RESOLUTION NO. 1391


**RESOLUTION APPROVING THE SUBMISSION OF CHARLOTTESVILLE
REDEVELOPMENT AND HOUSING AUTHORITY'S PROPOSED 5 YEAR PLAN**

WHEREAS, Charlottesville Redevelopment and Housing Authority (CRHA), after receiving public comment, has drafted a proposed 5 Year Plan for 2019-2024; and

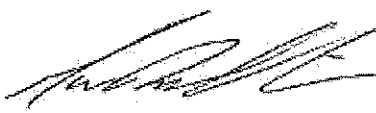
WHEREAS, CRHA is required to submit the proposed Annual Plan to the Richmond Field Office for the United States Department of Housing and Urban Development for review and approval of the proposed CRHA 5 Year Plan; and

NOW, THEREFORE BE IT RESOLVED by the Commissioners of the Charlottesville Redevelopment and Housing Authority hereby approve the submission of the proposed CRHA 5 Year Plan, as amended, and authorizes CRHA Executive Director to forward the proposed 5 Year Plan to the Richmond Field Office for the United States Department of Housing and Urban Development for review and approval.

Adopted this 28th day of January, 2019.



Julie Jones, Chair



Grant Duffield, Secretary

Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

A.	PHA Information
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A.1 PHA Name: Charlottesville Redevelopment and Housing Authority PHA Code: VA016

PHA Plan for Fiscal Year Beginning: (MM/YYYY): 04/2019
 PHA Plan Submission Type: 5-Year Plan Submission Revised 5-Year Plan Submission

Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.

PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)

Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program	
				PH	HCV
Lead PHA:					

B.	5-Year Plan. Required for all PHAs completing this form.
B.1	Mission. State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years. <i>Please see attached</i>
B.2	Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years. <i>Please see attached</i>
B.3	Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. <i>Please see attached</i>
B.4	Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. <i>Please see attached</i>
B.5	Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan. <i>Please see attached</i>
B.6	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</p> <p>Y N X <input type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations. <i>Please see attached</i></p>
B.7	<p>Certification by State or Local Officials.</p> <p><u>Form HUD 50077-SL</u>, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>

Instructions for Preparation of Form HUD-50075-5Y 5-Year PHA Plan for All PHAs

A. PHA Information 24 CFR §903.23(4)(e)

A.1 Include the full PHA Name, PHA Code, PHA Fiscal Year Beginning (MM/YYYY), PHA Plan Submission Type, and the Availability of Information, specific location(s) of all information relevant to the hearing and proposed PHA Plan.

PHA Consortia: Check box if submitting a Joint PHA Plan and complete the table.

B. 5-Year Plan.

B.1 **Mission.** State the PHA's mission for serving the needs of low- income, very low- income, and extremely low- income families in the PHA's jurisdiction for the next five years. (24 CFR §903.6(a)(1))

B.2 **Goals and Objectives.** Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low- income, very low- income, and extremely low- income families for the next five years. (24 CFR §903.6(b)(1)) For Qualified PHAs only, if at any time a PHA proposes to take units offline for modernization, then that action requires a significant amendment to the PHA's 5-Year Plan.

B.3 **Progress Report.** Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. (24 CFR §903.6(b)(2))

B.4 **Violence Against Women Act (VAWA) Goals.** Provide a statement of the PHA's goals, activities objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. (24 CFR §903.6(a)(3))

B.5 **Significant Amendment or Modification.** Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

B.6 Resident Advisory Board (RAB) comments.

(a) Did the public or RAB provide comments?

(b) If yes, submit comments as an attachment to the Plan and describe the analysis of the comments and the PHA's decision made on these recommendations. (24 CFR §903.17(a), 24 CFR §903.19)

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced the 5-Year PHA Plan. The 5-Year PHA Plan provides the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families and the progress made in meeting the goals and objectives described in the previous 5-Year Plan.

Public reporting burden for this information collection is estimated to average .76 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Privacy Act Notice. The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

ATTACHMENT B

B.1 - Mission:

The Charlottesville Redevelopment and Housing Authority (CRHA) is resident-centered organization committed to excellence in providing affordable quality housing, revitalizing communities, and promoting upward mobility and self-sufficiency through partnerships in the public and private sectors.

B.2 - Charlottesville Redevelopment And Housing Authority - 5 Year Plan (2019 - 2024):

Goal 1. Provide Quality, Affordable Housing

Public Housing Program Goals:

- a. In Partnership with our Residents, Expand and Enhance Resident Engagement Opportunities
 1. Partner with residents as equal partners in success of neighborhoods. This includes inviting more resident involvement in maintenance and agency operations planning.
 2. Work to provide community-wide internet access so that CRHA can better communicate with residents in social media and e-mail platforms.

- b. In Partnership with our Residents, Improve Asset Management to increase CRHA's Financial Sustainability.
 1. Strive for HUD High Performer status through ongoing improvements and monitoring of key property management indicators.
 2. Provide ongoing staff training on performance and revised duties as it relates to increasing efficiency in rent collections, rent calculations, income verification, performance standards.
 3. Maintain a 98% utilization rate and reduce tenant account receivables to at or below HUD best practices guideline of 3% of tenant revenue.
 4. Concentrate efforts to improve lease enforcement and unit inspections.
 5. Maximize efficiencies through technology including the Yardi software.
 6. Strategic use of Capital funds.
 7. Provide ongoing staff training in customer service.

- c. In Partnership with our Residents, Institute Policies, Procedures and Practices that improve safety and security on all CRHA sites.
 1. Partner with the Charlottesville Police Department and other organizations to develop and implement strategies to reduce crime.
 2. When appropriate, utilize technology to help improve safety and security on CRHA sites.

- d. In Partnership with our Residents, Provide efficient, effective Property and Unit Maintenance.
 1. Educate residents and staff on pest eradication, particularly roaches and bedbugs.
 2. Improve curb appeal of properties.
 3. Achieve a score of 80 or above on the HUD Real Estate Assessment Center (REAC)

- physical inspection of all public housing communities.
4. Respond to maintenance requests within 72 hours and complete all emergency requests within 24 hours.
 5. Achieve a vacant unit turn time average of 15 days or better. Reduce turnover time for vacated public housing units by use of CRHA maintenance personnel, special teams/programs and/or outsourcing where appropriate
 6. Develop an active list of business that can be subcontracted for repairs requiring skilled technicians.
 7. Use technology, including the Yardi software, to track work order completions and other projects.
 8. Employ effective maintenance and management policies to minimize the number of public housing units off-line.
 9. Create online work order creation and tracking system for residents.
 10. Explore partnership with residents to support the creation of a resident owned maintenance company.

Housing Choice Voucher Program(s) Goals:

- e. Obtain "High Performer" rating for HCV Program
 1. Maintain 95% or above reporting rate
 2. Continued utilization of HUD forecasting tools to optimize voucher utilization
 3. Maximize efficiencies through technology including the Yardi software
 4. Process lease-ups within 100 days.
 5. Process approvals and denials for tenancy approvals, new admissions and transfer moves within five days
- f. Continue to leverage private and/or other public funds to create additional housing opportunities
 1. Work with City of Charlottesville to maintain and possibly increase funding for the City funded housing vouchers.
 2. Apply for additional HCV units should they become available.
 3. Apply for special-purpose vouchers targeted to families with disabilities, should they become available
 4. Explore managing home ownership vouchers
- g. Provide Professional, Courteous, Timely Customer Service
- h. Create more locally available units through landlord recruitment, education and incentives.

Goal 2: Revitalize Communities, especially CRHA Communities, in Charlottesville

Redevelopment and Renovation Goals:

- i. In Partnership with our Residents, Plan and execute total renovation of Crescent Halls (AMP 2).
- j. In Partnership with our Residents, Renovate and/or modernize public housing units at Riverside Dr., Michie Dr., and Madison Ave. (possibly using low income housing tax

credits, if appropriate). Pursue selected demolition to create more public space, parking and to construct replacement units.

- k. In Partnership with our Residents, Continue to assess and implement options to fully redevelop Crescent Halls, Avon/Levy Ave., Westhaven, South First St. and 6th St properties.
- l. In Partnership with our Residents, pursue Demolition/Disposition of existing Public Housing properties in AMPS 1, 2, 3, and 4 (ie: Crescent Halls, South First St., Levy Ave., 6th St., Westhaven, Riverside Drive, Michie Drive, Madison Ave., and scattered site homes) to improve and increase the number of affordable housing units.
- m. Complete basic Environmental Surveys of CRHA properties.
- n. In Partnership with our Residents, Scope Rehabilitation and Redevelopment Projects that not only increase affordable housing in Charlottesville but that generate enough income to maintain these properties and provide for the long-term financial stability of the CRHA.
 - 1. Develop necessary legal mechanisms needed to maximize funding for rehabilitation and redevelopment projects.
 - 2. Operationalize a sister agency (instrumentality) that is a non-profit community development corporation.
 - 3. Investigate and potentially use funding/redevelopment tools including LIHTC, mixed finance, Rental Assistance Demonstration funding, other HUD funding mechanisms, municipal bonds, grants, and private loans.
- o. Provide Enhanced relocation and new development services for the Elderly and Disabled
 - 1. Explore, and if appropriate implement, designation of public housing for the elderly.
 - 2. Explore, and if appropriate apply for, special-purpose vouchers targeted to the elderly, should they become available

Goal 3: Promoting upward mobility and self-sufficiency

- p. In Partnership with our Residents, Advance Resident Independence & Stability.
 - 1. Re-build the Family Self sufficiency program in both Public Housing and HCV.
 - 2. Continue to support the Nursing Clinics at Westhaven and Crescent Halls
 - 3. Provide or obtain partnerships to provide supportive services to increase lifestyle and economic independence for both the elderly and for families with disabled family members.
 - 4. Explore, and if appropriate, implement a HUD Moving to Work program.
 - 5. Provide or obtain partnerships to provide enhanced youth engagement/youth activities.
 - 6. Provide or obtain partnerships to provide enhanced senior activities.
 - 7. In partnership with the Legal Aid Justice Center and HUD, draft and adopt policies that support practices in public housing designed to serve those who are re-entering

society following periods of incarceration.

- q. In Partnership with our Residents, Develop a Section 3 oriented Economic Opportunities office
 1. Build a CRHA workforce development/Economic Opportunity program
 2. Provide or obtain partnerships to provide supportive services to improve recipients' employability.
 3. Provide or obtain partnerships to provide training and support for resident owned businesses

Goal 4. Agency Governance and Management

- r. Annual Board Retreat
 - s. New Board member orientation
 - t. Annual ACOP review and update
 - u. Annual HCV Admin Plan review and update
 - v. Review and Update By-laws
 - w. Annual Review of personnel policies and procedures.
 - x. With a transformational goal of becoming a Resident managed organization, develop and implement processes by which CRHA Residents are strategically recruited, employed, trained and mentored in the management of CRHA.
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B.3: Progress on 2014 – 2019 5 Year Plan

5Y Plan Goal #	Description	Statement of Progress
1	CRHA anticipates that we will start a re-development effort within the next year and our intent is to explore, including but not limited to, mixed use financing and tax credits. CRHA will pursue private or other public funds to create additional housing opportunities in order renovate or modernize public housing and expand the supply of existing assisted housing. Embrace Resident's Bill of Rights in all considerations.	Formed a Redevelopment Committee. Drafted and released an RFQ and RFP for development services. Selected Developer partner. Preparing three sites for demo/dispo. Plan to begin redevelopment in calendar year 2019.
2	"Explore and/or pursue a Memorandum of Agreement with the City of Charlottesville, PHAR, and Legal Aid Justice Center to outline key features of expanded and enhanced resident participation in the redevelopment process in accordance with the Residents Bill of Rights."	Anticipated as part of Goal 1.
3	CRHA anticipates using the RAD program as a potential means to redevelop the aging housing stock after planned board and community training.	Redevelopment under the original RAD program is no longer being considered as a redevelopment vehicle.
4	Continue to educate residents about possible redevelopment opportunities.	PHAR has worked in conjunction with CRHA to begin resident education processes.
5	Explore financing options for 405 Avon Street in order to facilitate close out of City CDBG funding and CRHA redevelopment	Financing projections are being developed.
6	Start development of CRHA owned undeveloped parcels with a focus on mixed income and possible resident relocation opportunities	Anticipated as part of Goal 1.
7	Renovate or modernize existing public housing units with specific consideration on air quality improvements.	Working with PHAR, CRHA is embarking on a major modernization campaign across housing authority sites. Also, specific modernization efforts underway through partnership with PHAR and Habitat for Humanity.
8	Explore implementation of non-smoking policies in public housing after seeking resident input and engagement on this issue.	Complete.
9	Reduce public housing vacancies with a goal of 98% occupancy.	CRHA continues to work toward this goal.
10	Revitalize CRHA's FSS Program by meeting collectively and individually with each participant to establish a mutual revision of previously established FSS goals, including final goals and interim goals and link participants with a newly reconstituted Provider Panel that was established in 2011	CRHA intends to work with PHAR and community partners in the establishment of a Section 3 program which will encompass much of the FSS program.
11	Improve public housing management and customer service through continued training.	CRHA is working to adopt a more resident-centric, customer focused approach to operations and management.
12	Improve lease enforcement to safety and welfare of residents of PHA Communities in line with HUD's Mission.	CRHA is renewing efforts to facilitate lease enforcement in a manner that respects the needs of our individual residents and our communities at-large.
13	Improve rent collections to improve financial viability	CRHA is reorganizing staff functions to enhance rent collection and eviction prevention activities.
14	Implement public housing security improvements including new and improved community engagement activities by working more closely and proactively with local police.	CRHA is reaching out to new CPD administration to build the relationships needed to meet this goal.

15	Cross train staff for better flexibility between the Public Housing and Housing Choice Voucher Programs	CRHA is cross training PH and HCV staff to maximize program support efforts.
16	Maintain Public Housing and Housing Choice Voucher program file integrity.	CRHA has implemented file audit procedures to ensure file integrity.
17	Maintain 100% Housing Choice Voucher utilization using HUD's Revised 2 year forecasting tool.	CRHA staff have undergone HUD training to facilitate the proper use of the 2-year forecasting tool.
18	CRHA plans to update our HCV Administrative Plan in the 2015-2016 fiscal year in April or May of 2015.	Complete.
19	Exploring Green Technology, pursue the installation of solar panels to cut electricity cost for AMP VA01600002 to reduce annual financial losses: Pursue grant or other outside funding options to support cost of Solar Improvements.	Project is currently suspended due to cost / feasibility projections.
20	Implement measures to reduce Crescent Halls Security costs with alternative technology for cameras and building access	Completed upgrade to security system and have enhanced security guard services.
21	Pursue PHA Internet Connectivity Technology to expand resident opportunities for education, jobs, and self-sufficiency.	Free wi-fi has been installed at three community centers. Embarking on partnership with TING to provide internet to each residence.
22	Explore PHA wide Community Engagement Activities to improve Community Safety and Resident Comfort as provided by Community Partners, such as JABA and City of Charlottesville Parks and Recreation Department	CRHA is working with community partners to expand services for our Residents.
23	Explore Homeownership Options and/or Disposition of Single Family Homes, providing individual supports for affected residents and in accordance with the Resident Bill of Rights for Redevelopment.	CRHA continues to support this goal as a part of overall redevelopment planning/efforts.
24	Implementing a year-end evaluation of progress made on these goals and objectives as appropriate	Ongoing
25	Implement and utilize the new Yardi software	Yardi software is being utilized. Staff is being trained on further Yardi software capabilities.
26	Improved efficiency in planning and use of capital funds in hiring a Modernization Coordinator in cooperation with the City	CRHA intends to hire a Facilities Director to oversee these functions.
27	Amend the ACOP to add a preference for homeless families consisting of more than one person with children and /or dependents who have a coordinated assessment with a Continuum of Care subject to more specific language or to a policy that will be adopted later by CRHA Board, a committee of CRHA Board or Council.	Complete.

B.4 – Statement Concerning VAWA Support and Compliance:

CRHA has adopted and follows the VAWA guidance and provisions detailed within PIH Notice 2017-08.

B.5 – Significant Amendment to the 5 Year Plan.

The Charlottesville Redevelopment & Housing Authority (CRHA) will use the following definition for “Substantial Deviation” and “Significant Amendment or Modification” to the Agency Plan:

- Any proposed demolition, disposition, homeownership, CFFP proposal, development, RAD conversion, or mixed-finance proposal is considered a Significant Amendment to the 5-Year Action Plan.
- Any deviation, change, or additional provision which alters the original intent of the provisions described in the PHA Annual Plan, or which substantially affects the achievement of quantifiable performance indicators; or
- Any addition of non-emergency work items (items not included in the current Annual Statement or Five Year Action Plan) over \$500,000.

An exception to this definition will be made for any of the above that are adopted to reflect changes mandated by Congress or HUD regulatory requirements; such changes will not be considered significant amendments by CRHA.

B.6 Resident Advisory Board / Resident Council (RAB/RC) Comments and CRHA Responses.

RAB/RC Comment 1. PHAR is generally pleased with responsiveness of CRHA to resident and PHAR input into the plan, however, there is always room for improvement in planning and we would like for CRHA and PHAR to move toward a joint strategic planning to prepare future plans.

CRHA Response to Comment 1: CRHA shares the RAB/RC's desire for greater joint strategic planning in the preparation of future plans and will endeavor to facilitate such planning.

RAB/RC Comment 2. PHAR requests attached documents for review including the statement of housing needs and statement on crime prevention activities.

CRHA Response to Comment 2: CRHA will forward the referenced documents to the RAB/RC for review.

RAB/RC Comment 3. PHAR requests that references to the RAB also be modified to include Resident Council as duties and rights for both apply to different pieces of the plan. This could be done by changing "RAB" to "RAB/RC"

CRHA Response to Comment 3: CRHA will amend the relevant documents to reflect RAB/RC, where appropriate.

RAB/RC Comment 4. There seems to be no mention, nor requirement, for identifying potential conversion of HCVs to Project Based Vouchers.

CRHA Response to Comment 4: CRHA has amended its "Statement of New Activities" to include reference to possible conversion of HCVs to PBVs.

RAB/RC Comment 5. Why is there a need to change the statement on deconcentration of poverty?

CRHA Response to Comment 5: CRHA has made no changes to the Deconcentration of Poverty statement. The second response check box under Section B.1 requires CRHA to provide explanation of any changes made to policies that affect admissions or eligibility of its programs. The CRHA HCV Admin Plan changed during the previous Annual Plan year.

RAB/RC Positions on Goals and Objectives

PHAR is generally supportive of the goals and objectives for both the 5 Year Plan and the Annual Plan with the exception of:

1. Project Based Vouchers should reference the possibility of HCV conversions. PHAR seeks to preserve the Public Housing program and seeks to avoid conversion of Public Housing to PBVs, specificity on this issue would be helpful.
 2. PHAR does not support the Moving to Work program at this time. We would prefer to see it removed from the plan until a broader conversation can be had.
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