

Section IV – Scope of Work for CRHA Comprehensive Sustainability Plan

The selected firm or team will use a multi-faceted approach to:

- gather information; and
- compile a comprehensive review of the public housing and other affordable housing communities owned and operated by the Charlottesville Redevelopment and Housing Authority (CRHA or “Authority”); and
- develop plans and recommend strategies to reposition and revitalize these communities.

The selected firm or team needs to be skilled in:

- facilitating discussions; and
- analyzing the market for the Authority’s properties; and
- envisioning how perceptions of the properties and their marketability can be turned in a more positive direction.

The selected firm or team shall conceptualize the improvements needed for the Authority’s properties to improve their long-term viability and marketability. The selected firm or team must be able to identify funding, structures, and partners that could help the Authority accomplish its long-term goal of improving the housing it owns while identifying a fiscally sustainable plan to provide high quality affordable housing.

Task 1 - Evaluate the current physical condition of the Authority’s public housing and other affordable housing units.

- a) Conduct a thorough survey of the nine (9) housing communities/parcels of land noting building conditions, layouts, compatibility with current standards, amenities, landscaping, traffic flow, and other conditions necessary to develop a full understanding of the viability and desirability of each community.
- b) In cooperation with CRHA maintenance and management staff, gain access to one or more of each style of unit in each of the Authority-owned housing communities noting conditions, designs, compatibility with current standards, amenities, health and energy efficiency, and other conditions necessary to develop a full understanding of the viability and desirability of each community.
- c) Deliverable:
 - A minimum 2-page synopsis of the conditions for each housing community noting key deficiencies, challenges that may exist that would prohibit redevelopment, and any obsolete facilities (for interim use and the inclusion in the final plan).

Task 2 – Analyze the past, current, and future markets for the Authority’s public housing and other affordable housing units.

- a) Utilizing all available data and resources, develop a 10-year look-back at the housing market in Charlottesville neighborhoods where the majority of Authority-held properties are located.
- b) Utilizing all available data and resources, describe the current housing market in the Charlottesville neighborhoods where the majority of Authority-held properties are located.
- c) Develop a 20-year market projection for the existing Authority-held properties and indicate where the marketing approach potentially needs to be shifted in order to maintain and grow the market

for the housing communities assuming the current housing type, design, and size remain the same.

d) Deliverable:

- A written Market Analysis of the Authority's properties including a description of the market conditions in the surrounding neighborhoods (for interim use and inclusion in the final plan).

Task 3 – Research the Best Practices being utilized by public housing authorities to upgrade, redevelop, and reposition their public and other affordable housing communities to strengthen their operating budgets and increase affordable housing for people earning 50% AMI and below.

a) Research the Best Practices of 6 to 10 public housing authorities that are successfully upgrading and repositioning their public and other affordable housing communities to increase deeply affordable housing and financial security for the public housing authorities without utilizing RAD. Best Practices should include a mix of financing options being successfully utilized by authorities.

b) Deliverable:

- A 2-page synopsis of each Best Practice (for interim use and inclusion in the final plan).

Task 4 – Develop a roadmap in the form of a “mini” strategic plan with goals, objectives, strategies, and a phasing schedule that will enable the Authority to move proactively toward a new future for its public housing and undeveloped properties.

a) Compile and publish an interim data report containing the data and information gathered in Tasks 1 - 3 for review by CRHA staff, the CRHA Redevelopment Committee, and by the Authority's Board of Commissioners.

b) Facilitate a 1-day strategic planning session with key CRHA staff, representatives of PHAR, representatives of the CRHA Redevelopment Committee, and the Authority's Board of Commissioners to develop goals related to the sustainability plan.

c) Compile and publish a final draft set of goals, objectives, strategies, and a phasing schedule for input from and approval by the CRHA Redevelopment Committee and the Authority's Board of Commissioners.

d) Deliverable:

- Final suggested goals, objectives, strategies, and phasing schedule (for inclusion in the final plan).

Task 5 – Develop conceptual designs illustrative of the physical improvements needed to improve the quality, desirability, and marketability of the Authority's housing communities and undeveloped properties for the benefit of current and future residents.

a) For each of the Authority's nine (9) housing communities/parcels of land, develop an exterior conceptual illustration of proposed improvements for a representative unit in a format for internal use and public consumption.

b) Where recommended, develop an alternative schematic floor plan for a representative unit where the typical floor plan for a particular housing community is dated and no longer considered “desirable” or marketable.

- c) For any of the Authority's nine (9) housing communities/parcels of land where the layout and/or conditions of the site negatively impact the Authority's ability to provide safe and sanitary housing, recommend a new layout by developing an alternative conceptual site plan for the community.
- d) For any of the Authority's nine (9) housing communities/parcels of land where a portion or all of the complex is in need of redevelopment as determined by Tasks 1 - 4, recommend the higher and better use for the site in keeping with local conditions and market factors.
- e) Conduct a series of at least five (5) initial public meetings where the collected data and conceptual designs can be presented for review and feedback by the public with a particular target being the current residents and neighbors of the Authority's housing communities. Then, conduct five (5) follow up meetings to present the conceptual designs after the feedback gathered at the first set of meetings.
- f) Deliverable:
 - Conceptual illustrations, alternative schematic floor plans, and highest and best use recommendations (for inclusion in the final plan).

Task 6 – Delineate a market strategy to fulfill the strategic plan (see above) that will help reposition the Authority's properties in such a way as to attract a broad mix of housing types, households and income levels within the specified range of affordability for each community and in mixed-income communities where allowed while prioritizing homeownership and affordable housing for households at 40% AMI or lower.

- a) Propose at least two branding options and outline a marketing strategy that the Authority could apply to an intensive and long-term effort to reposition and revitalize its housing communities.
- b) Define the target markets, calculate the market potential, and recommend an overall marketing approach for the Authority's housing communities.
- c) Deliverable:
 - A market strategy for inclusion in the final plan that can serve as an initial suggested platform for marketing the Authority's housing communities.

Task 7 – Recommend the redevelopment strategy, partnerships, funding strategies, and ownership structures that put the Authority's housing communities on better financial footing with a more viable and sustainable future.

- a) Develop a grid of funding strategies (public, private, and non-profit) and ownership structures that could generally be applied to the upgrade, redevelopment, and repositioning of the Authority's nine (9) housing communities/parcels of land. These strategies should only include options that offer permanent, long-term affordability (e.g., CRHA is not interested in converting to a private Project-Based Section 8 platform such as with the Rental Assistance Demonstration program). Facilitate at least three (3) discussions with residents of 3 to 5 CRHA sites and present information to the CRHA Redevelopment Committee. Meetings should be planned collaboratively with the Charlottesville Public Housing Association of Residents (PHAR).
- b) Rank the 3 to 5 best funding strategies and ownership structures for each site that, if applied, would have the greatest short-term and long-term potential for improving the quality of life for

current and future residents, expanding the availability of affordable housing for people under 40% AMI, and addressing the specific needs of each community's physical plant.

- c) In cooperation with CRHA staff and PHAR, develop a list of potential partners for implementing plans.
- d) Deliverable:
 - Recommended funding strategies, and ownership structures for each of the Authority's nine (9) housing communities/parcels of land (for inclusion in the final plan).
- e) Generate a financial plan for redevelopment and/or modernization of public and assisted housing sites including proposing financial structures that meet HUD requirements and other funding sources if necessary, with input from staff and other stakeholders.
- f) Investigate and create financial structures that will result in the most efficient use of the Authority's resources, in terms of leveraging other funds and in minimizing the Authority's total financial outlay and risks. Funding sources to be considered should include, but not be limited to, private and public funding resources and new techniques for raising capital, and the use of HUD, Federal Home Loan Bank (FHLB), Virginia Housing Development Agency (VHDA) programs, grants or subsidies for the development and modernization of public and assisted housing inventories.
- g) Guide in the preparation of project cash flows, proformas, timing, and sources and uses of funds that demonstrate optimal use of revenue sources and sale of tax credits to potential investors, and incorporation of other sources of revenues.

Draft Deliverable:

Presentation to the CRHA Redevelopment Committee for feedback, followed by presentation to the CRHA Board of Commissioners.

Final Deliverable:

Presentation to the CRHA Redevelopment Committee, followed by presentation to the CRHA Board of Commissioners. Material: 20 printed, bound copies of the completed Comprehensive Sustainability Master Plan and a digital copy of the plan.