



Housing Authority of Winston-Salem

Development Committee Meeting

September 7, 2021

LOCATION: ELECTRONIC DUE TO COVID 19 PANDEMIC

Development Committee Members:

Committee Chair Art Gibel
Commissioner Alfred Adams
Commissioner Felicia Brinson

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REAL ESTATE DEVELOPMENT • COMMUNITY PARTNERSHIPS • PROPERTY MANAGEMENT
500 W. Fourth Street, Suite 300 • Winston-Salem, NC 27101 • (336) 727-8500

DEVELOPMENT COMMITTEE MEETING AGENDA
September 7, 2021
10:00A.M

1. Call to Order
 2. Roll Call
 3. Review and Approval of Agenda (September 7, 2021)
 4. Review and Approval of Summary Minutes (August 3, 2021)
 5. Management Reports
 - Executive Director Report
 - Choice Neighborhood Report
 - People
 - Neighborhood
 - Housing
 - Relocation
 - Section 3/MWBE
 - Grant Management
 6. Resolutions
 7. Committee Comments
 8. Adjournment
- Upon motion and second; no vote required in absence of objection.**

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Development Committee Meeting
September 7, 2021
10:00A.M.

8/03/2021 Summary Minutes

Present via Zoom:

Committee Chair Art Gibel
Commissioner Alfred Adams

Absent:

Commissioner Felicia Brinson

Staff Presenting:

Kevin Cheshire, Executive Director
Grant Duffield, Director of Choice
David Snider, Director of Capital

1. CALL TO ORDER

Committee Chair Gibel called the Development Committee Meeting to order at 10:01 a.m.

2. ROLL CALL

Roll call was taken and there was a quorum.

3. REVIEW AND APPROVAL OF AGENDA

Consideration to approve the Agenda for August 3, 2021

Motion: Commissioner Adams

Second: Commissioner Gibel

Unanimous approval, No discussion

4. REVIEW AND APPROVAL OF MINUTES

Consideration to approve the Minutes from May 4, 2021

Unofficial informational meeting held June 1, 2021 due to absence of quorum; July committee meetings cancelled at request of Board Chair due to holiday)

Motion: Commissioner Adams

Second: Commissioner Gibel

Unanimous approval, No discussion

5. MANAGEMENT REPORTS

Executive Director Report (Kevin Cheshire)

- Overview of new streamlined Agenda and Management Reports.
- Brookside View Project – 17 single family unit development on the legacy Hope VI site. David Snider also gave a brief update: 10 units currently leased; 11th and 12th

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8/03/2021 Summary Minutes

units are awaiting CO's; and, the 13th and 14th units are vertical. Completion of the project is slated for December 2021.

(Gibel) On these homes, is there a targeted population? **(Cheshire)** Yes sir. All these have to have been rented to folks who are at, or below, 80% of area median income. So what we've also focused on is, well, obviously there's a credit score component and there is, of course, an income component. So most of the folks who are in these units are at the higher end of that income. So pushing up on that 80%. Whereas, if you look at some of our more traditional public housing communities, those folks are coming in, oftentimes, at or below 30% of area median income. So these are some of our higher income earners, when you look across our portfolio.

- Crystal Towers: Capital Needs Assessment is expected to be completed in August.
- Happy Hill: Draft Revitalization Plan has been submitted to HUD.

(Gibel) So Kevin, is this really a replacement? Are these replacement units or is it completion of the original plan? **(Cheshire)** So, the original plan had some replacement units, when I use the term "replacement units," I mean that they are serving the same target income population as the original public housing units that were on that site. So when I say replacement units, it would need to be folks who are at or below 80% of area median income. To answer your question, the original plan called for some of those replacement units, but it called for the majority of those units to be market rate. So what we're doing Mr. Chairman, is we are constructing fewer replacement units than were originally called for. We're going to give them 10 replacement units which they say will satisfy them. Then the rest of that land, which is roughly 100 additional parcels, can be used for anything. It may be, that the highest and best use now, and the need and what the Community desires, is for 90 market rate units to go back in there. I don't know. At least this way, when we give HUD the 10 replacement units, they're out of it and then we can engage with the Community, with City leadership and with those five Homeowners that bought and say, "Hey, what do we really need here now? What is Happy Hill in 2021, compared to what it was in 2005 when this was first envisioned and how do we ensure that we are constructing what is needed there now, or what is desired there now and not feel wedded to something that was envisioned, you know, 15 plus years ago that may not really suit the need?" Does that respond to your question Mr. Chairman? **(Gibel)** Yes. Thank you.

- The Commons: The Housing Authority or an entity controlled by the Housing Authority will be assuming non-serviceable debt in purchasing 15 turnkey units.
- Overview of M/WBE engagement for Choice efforts.

Choice Neighborhood Report (Grant Duffield/Kevin Cheshire)

- Overview of Choice Report for August 2021.

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8/03/2021 Summary Minutes

- Actively pursuing recruitment and retention of qualified business that meet the M/WBE criteria.
- A tremendous turnout of over 50 attendees for the Subcontractor Information and Training Fair held on July 14th, with 13 new registrations to become eligible to participate and compete for work in the CNI project.
- There will be 2,425 different work package opportunities that the contractors will release during the course of the CNI project.
- Liberty Street Vendor Market was held and gave people an opportunity to view the site plan and elevations, discuss a name for the “rebranded neighborhood,” what types of critical community improvements they would like to see and gain their feedback for the CNI project.
- Housing: Tax Credit Application for Phase 1 is in front of the North Carolina State Housing Finance Authority for review.
- Relocation efforts are beginning to gear up for Phase 2 of CNI project where 34 families will relocate from the existing Cleveland Avenue Homes site in a little over a year.

6. RESOLUTIONS

None

7. COMMITTEE COMMENTS

None

8. ADJOURNMENT

Motion: Commissioner Adams

Second: Commissioner Gibel

The August 3, 2021 meeting of the Development Committee adjourned at 10:39 a.m.

Acknowledgement and Adoption of the August 3, 2021 Development Committee Minutes.

Date Adopted

Kevin Cheshire

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Crystal Towers

Overview

- 625 West Sixth (Downtown Core)
- 201 Units (Elderly/Disabled)
- Livability Challenges
- ~\$7MM in Capital Need (Significant Elevator Downtime)
- \$5MM Market Value

Development Goals

- Compassionately relocate residents into alternative housing with appropriate supports
- Utilize sales proceeds to create functional mixed-income housing in areas of opportunity

Status

- Awaiting Capital Needs Assessment



Happy Hill

Overview

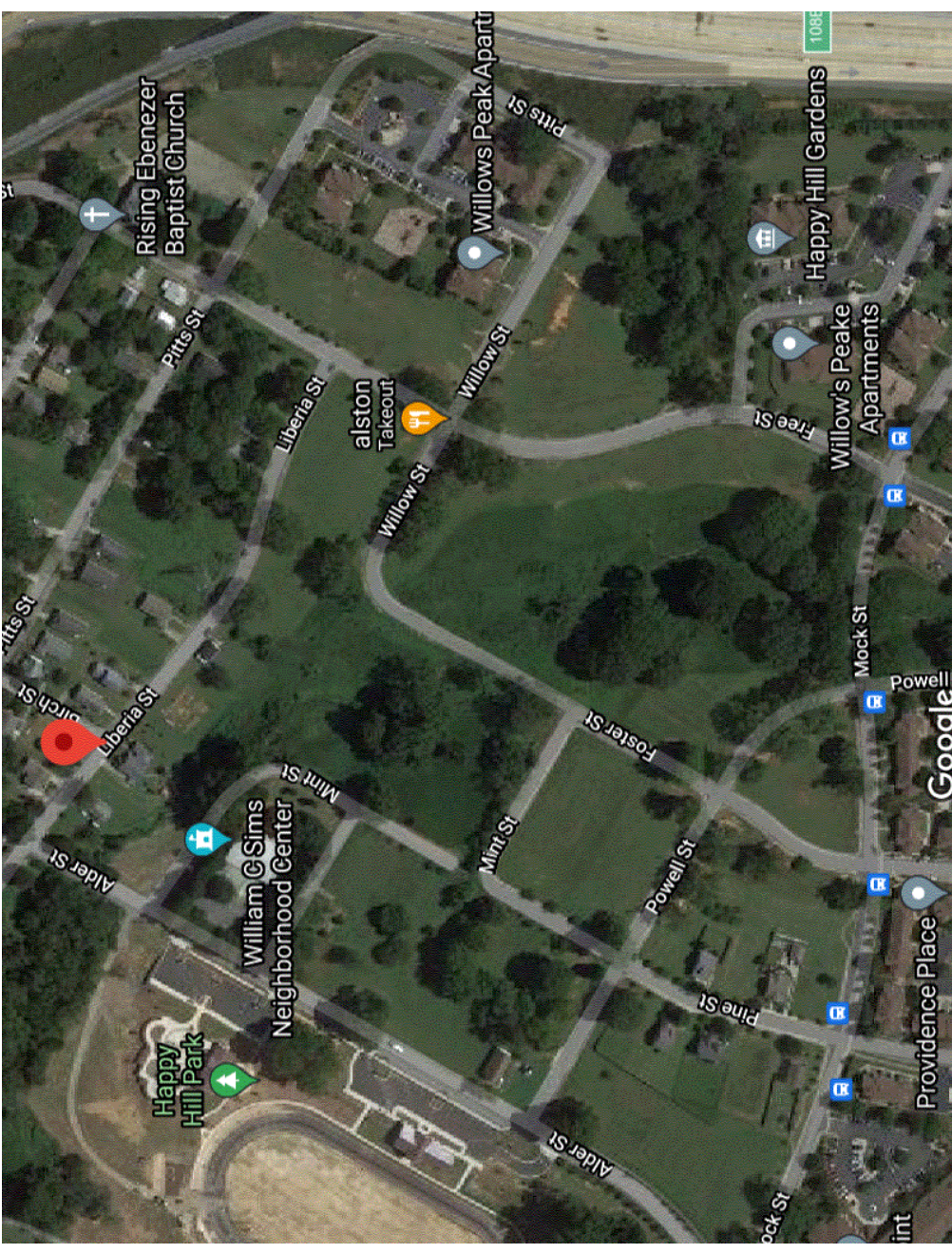
- Downtown-Adjacent (south of downtown core near Old Salem)
- Former public housing site razed and redeveloped with 2003 federal HOPE VI grant (\$18MM)
- Housing Authority retains ~50 undeveloped lots encumbered by HUD restrictions
- Lots were originally designated for homeownership but market would not support use

Development Goals

- Create mixed-income housing opportunities
- Close HUD grant
- Retain culture and honor site's history

Status

- Submitted Revitalization Plan to HUD



The Commons

Overview

- Northeast Ward (< 10 minutes from downtown core at intersection of Old Greensboro and Reidsville, near Atkins High School)
- Mixed-use development with on-site health clinic, cottage court, and single bedroom elevator building

Development Goals

- Acquire 15 newly renovated apartment units (3 buildings) at attractive price point
- Reactivate dormant affordable housing facility
- Anchor larger redevelopment project

Status

- Awaiting NCHFA modification of eligibility restrictions



Metropolitan Village

Overview

- 7 acre site just east of Highway 52, near United Metropolitan Church
- Sophisticated mixed-use, mixed-income project
- Projects creation of ~300 residential units

Development Goals

- Support private market initiative by attaching project-based vouchers to ~30 units
- Increase proportion of affordable units

Status

- Working with developer to provide HUD updated Phase 1 environmental assessment and complete HUD environmental review



Brookside View

Overview

- North of downtown core (Wilson Terrace and McDaniels Street)
- 17 unit new construction
- Rental units will be converted to homeownership
- Final phase of Kimberly Park Terrace HOPE VI grant
- Housing Authority serving as both developer and general contractor

Development Goals

- Provide homeownership opportunities for public housing residents
- Satisfy remaining grant obligations
- Stabilize neighborhood

Status

- Construction in progress: 12 units completed



Fiscal Year 2022 Capital Priorities

August 2021 Capital Report

Site	Description	Start Date	Estimated End Date	% Complete	Project Cost/Estimate	Comments
Active Projects						
Brookside	New Construction- 17 Single-Family Detached	Feb-19	Dec-21	76%	\$ 2,585,129.00	12 houses with CO, 13th painted/ cabinets, 14th Sheetrock/paint, 15th Framed
Cleveland	Historic Structures Survey	9/1/2021	9/10/2021			Richard Grubb & associates
Cleveland	Square Footage Break-out	8/23/2021	8/31/2021	100%		HA of Winston-Salem Insurance Renewal
Crystal Towers	Physical Needs Assessment					Awaiting Final Revisions
Piedmont Park	Insurance Claim-1216 E 29th Street & 1218 E 29th Street	11/17/2021		64%	69,399.63	Primed/ Interior doors installed
Piedmont Park	2892 Piedmont Circle (CAP MOD)	3/16/2021		75%	44,007.60	Refinishing hardwood flooring
Sunrise Towers	Exterior Updates	12/31/2020				A&E Services working
Sunrise Towers	8-S MOD/ Mold unit	3/23/2021	3/11/2021		9,000- 10,000	Mold Remediation 3/25/2021, SOW and ICE
Multi-Site Active Projects						
Piedmont/Cleveland	HVAC Replacements -Logan	07/2020	09/2021			QSP Yearly Maintenance Contract On-going, as needed
Plaza	1008 Haywood St. (Fire Unit)	8/2/2021			\$ 12,653.17	Insurance Claim
Planned Projects						
Healy Towers	Cabinets and Countertops					
Healy Towers	Fire Alarm Updates/Replacement	3/15/2021				Awaiting engineers report from Alarm Company
Piedmont	Roof and guttering replacement					SOW/ICE in process
Stoney Glen	Tree Removal: Gutter Cleaning					Working on SOW and ICE
Plaza	Staircase Repairs/replacement	10/13/2021		1%	194,579.50	Southern Raines Customs
Plaza	Exterior Electrical Drops for Staircase/Welder	8/31/2021			4,500.00	Daleco Electric
Plaza	Painting for staircase	8/31/2021				Awaiting Bids only 2 bids received as of today
Happy Hill	Wetland stream bank clearing/Corp of Engineers	8/11/2021				Bid Solicitation
901	HVAC	2/17/2021		75%	72,980	three units installed and running awaiting fourth from the factory
901	Exterior Updates	12/31/2020		15%	\$60,000	A&E Services working
Vehicle	NCDMTV S 7048,7070,7057 and 7044					
Nelrod	physical needs assessment	4/30/2021	8/30/2021	99%	34,999.00	Awaiting final revisions/Hard Copies
Archer group	Compensative Pay Study			100%		Agency Wage study

Development Committee Report – September 2, 2021

The following Choice Neighborhood Initiative report is intended to provide a comprehensive summary of substantive activities undertaken, milestones reached and pertinent matters addressed during the month of August, 2021. This information is presented by the key program areas of Section 3/MWBE, People Plan, Neighborhood Plan, Housing Plan, Relocation, and Grant Management.

1. Section 3 / MWBE

- a. Continue working with local area partners to outreach to Section 3 / MWBE participants.
- b. Working with the City and HAWS to review the new Section 3 implementation standards from HUD.

2. People Plan

- a. **Resident Engagement** - August monthly Resident Meeting – 26 residents attended
- b. **Case Management** –
 - i. A total of 210 families are enrolled in CM (95%).
 - ii. A total of 199 families have completed CM service assessments.
 - iii. Service Linkages - 450 Service Linkages (resident referrals for services) to partner agencies
 - iv. COVID-19 Vaccinations – to date 51 households have received the COVID-19 vaccination with many others expressing concern/reluctance around receiving the vaccine. We are continuing to work with families to provide updated vaccination education and access to vaccination sites - including those that are offering youth ages 12+ vaccinations.
 - v. Rent relief - as of August 18th, ERAP efforts resulted in rent relief in the amount of **\$20,709.68**.
- c. **Education Services** –
 - i. USI partnered with HAWS on the Back to School Event held on August 19.
 - ii. Ongoing Coordination with WSFC Schools around student support services.
- d. **Healthcare** –
 - i. Partnered with Maximus, Inc (an NC Medicaid Enrollment Broker) to continue efforts to educate residents about Medicare/Medicaid related services and access.
- e. **Employment** - Since September 2020, 36 residents have obtained employment, 26 of those are earning a minimum \$10.00 per hour with the highest salary \$17.00. Those jobs are primarily in the Manufacturing, Healthcare followed by Food Industry, Housekeeping.

3. Neighborhood Plan

Public Safety

- a. 7/29-Public Safety Planning meeting with Assistance Police Chief, and Public Safety Staff to discuss CNI public safety strategy and goals. Current public safety initiatives under way in the CNI include:
 - i. ShotSpotter gunshot detection system implementation
 - ii. Community-oriented policing methods
 - iii. Community Resources Unit
- b. The police department expressed that there are staffing issues across the country and the City of Winston-Salem Police department has also been impacted.
- c. Staff proposed a public safety “hub/satellite” office on Liberty Street to increase community safety. Per the CASC, the consistent presence of transient citizens and loitering on Liberty Street (between 14th Street and Hwy 52) continues to have a negative impact on business and neighborhood growth in the corridor. The feasibility of a public safety satellite location on Liberty Street is still being explored.
- d. Public Safety ideas derived from neighborhood engagement and the CASC include:
 - i. LED Lighting
 - ii. Traffic Calming techniques throughout the CNI
 - iii. Cameras

Engagement

- a. 7/28/21- CCI Neighborhood Input Session at the Liberty Street Market. Attended by USI, WSFCS, HAWS
- b. 8/19/21- HAWS back to school event

CCI & Neighborhood Strategy

- A. CASC meeting held on 8/10
 - a. City of WS provided an overview of the Liberty Street Market CCI session. CASC has refined the CCI input from the community into three focus areas:
 - i. Workforce Development
 - ii. Workforce Training Center/ Workforce Transit Hub
 - iii. City of WS is currently reviewing property ownership and opportunities for acquisition, and identifying organizations willing to operate the proposed hubs
 - b. Health & Wellness
 - i. Blight removal**
 - ii. Re-branding the Liberty St. Market space to serve the community in a more innovative capacity.
 - c. Arts & Community Spaces/Other
 - i. Murals
 - ii. Information Kiosks- used to display the community branding, wayfinding, transportation information, neighborhood events
 - iii. Heritage Trail- incorporate information kiosks
 - iv. LED lighting
 - v. Public safety initiatives

**Based upon input from residents, CASC and the planning phase and implementation needs assessments, the City of Winston Salem identified commercial & residential blight removal, remediation and façade improvements as a critical need in the project area.
- B. Neighborhood partners listed in the grant application are being re-engaged as well as new community partners to affirm and create commitments to the neighborhood strategy and CCI's.
- C. The CCI draft outline will be submitted to the CASC next week. Upcoming CCI draft schedule:

August 26	CASC will meet virtually. Committee will receive a CCI draft outline. CASC will be asked to review and provide feedback no later than 9/10/21
Sept. 13 – Sept. 21	City of WS will create draft CCI plan
Sept. 21, 2021	CASC will receive draft CCI plan for review- CASC is asked to return comments and feedback no later than September 27th.
September 30, 2021	City of Winston Salem plans to submit CCI Draft to HUD for review

Housing Plan

- A. Environmental:
 - a. Submitted UST fuel oil release app to North Carolina Department of Environmental and Natural Resources (NCDENR) and was accepted by NCDENR
 - b. Submitted Brownfields application to North Carolina Department of Environmental Quality (NCDEQ) and have confirmation it is under review/accepted into their Que
 - c. Pivoting focus to environmental surveying activities on main Cle Ave site, but have to coordinate further as relocation plan is finalized

- d. Met with HAWS management on 8/18 to discuss environmental testing for occupied units
 - e. Supplemental Phase II for Brown School Phase I site to be completed by end of August
 - f. Draft EMP (environmental maintenance plan) to be completed by mid-September and submitted to City thereafter as part of part 58
- B. **Architecture/Construction**
- a. Architect has finalized their DD set
 - b. GC is pricing set, targeting to be completed by end of August
 - c. Went to City for site plan approval on 7/21
 - i. Minor comments from City being incorporated
 - d. First Design committee held on 8/18 with residents. Architect, interior design, MBS, USI in attendance.
 - i. Focused on interior design selections
- C. **Finance**
- a. RECEIVED 9% TAX CREDIT AWARD-ANNOUNCED ON 8/13/2021
 - b. Finalizing terms with equity investor. Finalizing selection in next couple of weeks
 - c. May not go with FHA debt due to environmental process impacting closing timeline.
 - d. Will be submitting extension request letter to close on Phase I.
4. **Relocation**
- a. Draft of the proposed Relocation Plan for the CNI project is being reviewed by HUD.
 - b. Initial Relocation activities (Phase 1 relocation) are to begin in 1st Quarter 2022.
 - c. USI is providing case management and relocation support services to CAH residents involved in Phase 1 relocation (34 families).
5. **Grant Management**
- a. 2nd Quarter HUD reporting completed. HUD quarterly reports track key information metrics defined by HUD.
 - b. Fiscal updates and Project timeline attached.

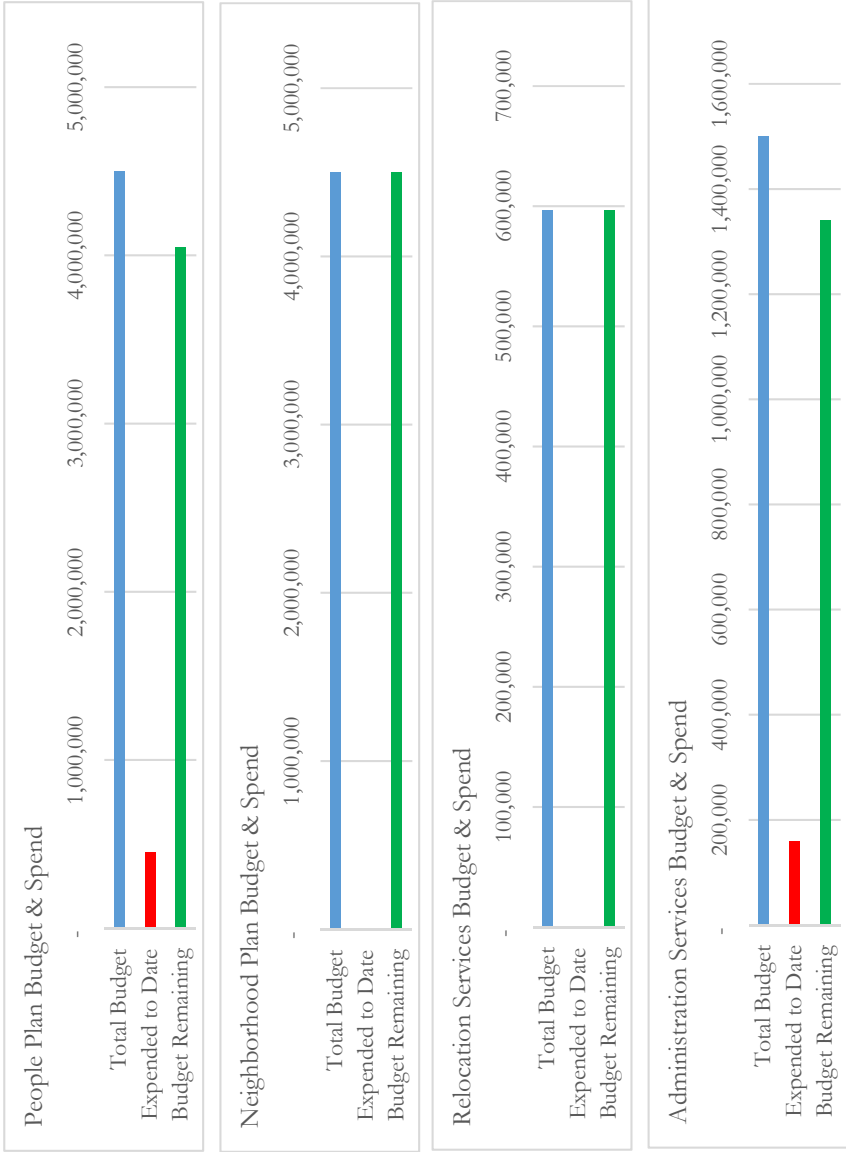
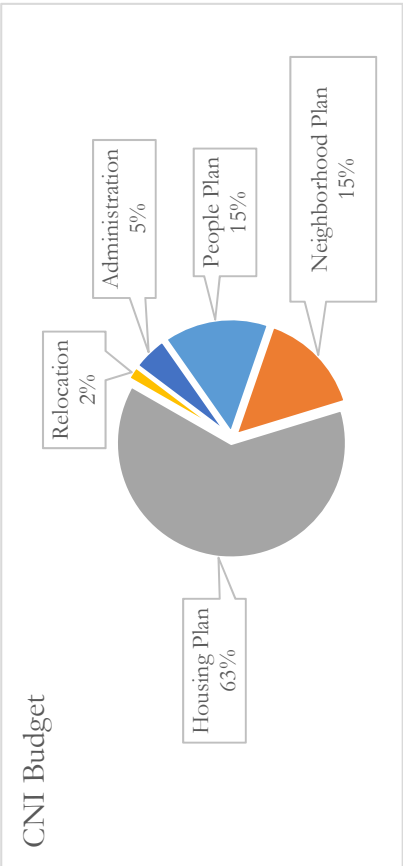
Choice Neighborhood Initiative Budget (HUD funds only)

People Plan	4,500,000
Neighborhood Plan	4,500,000
Housing Plan	18,903,000
Relocation	597,000
Administration	1,500,000
	\$ 30,000,000.00

CNI Budget & Expenses by Area

People Plan	
Total Budget	4,500,000
Expended to Date	450,321
Budget Remaining	4,049,679
% Expended	10%
Neighborhood Plan	
Total Budget	4,500,000
Expended to Date	-
Budget Remaining	4,500,000
% Expended	0%
Relocation	
Total Budget	597,000
Expended to Date	-
Budget Remaining	597,000
% Expended	0%
Administration	
Total Budget	1,500,000
Expended to Date	159,016
Budget Remaining	1,340,984
% Expended	11%

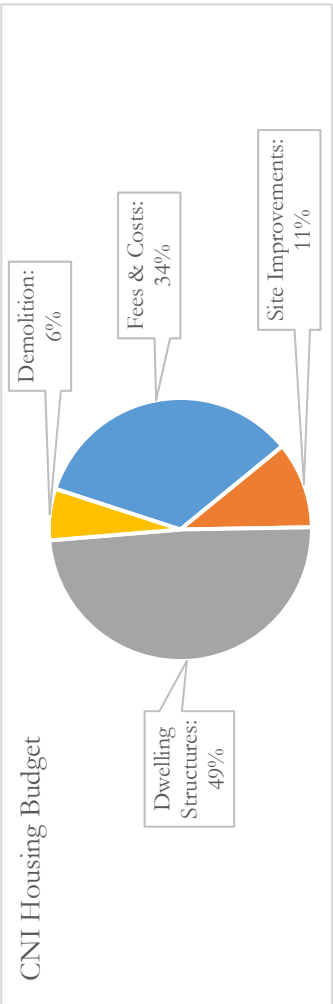
Reporting Period: August 2021



CNI Housing Budget

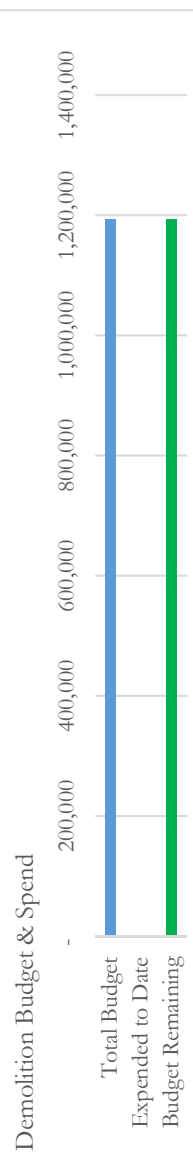
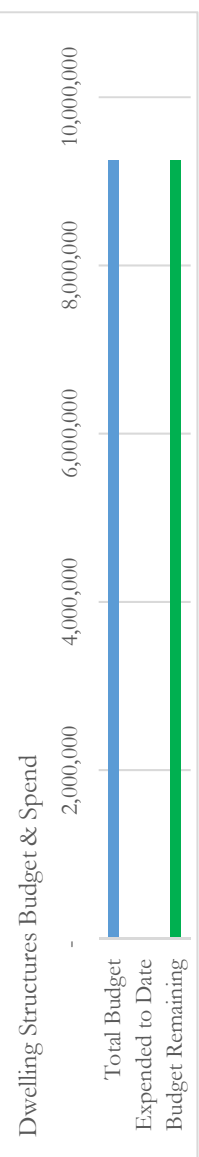
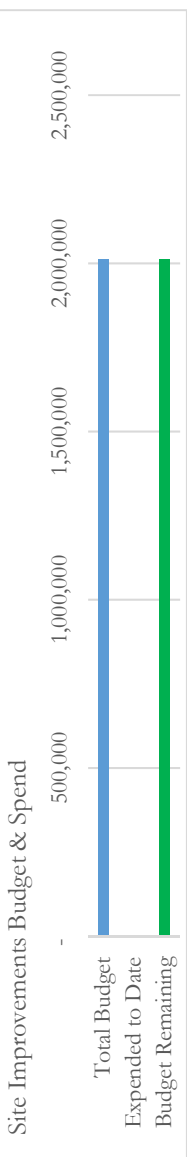
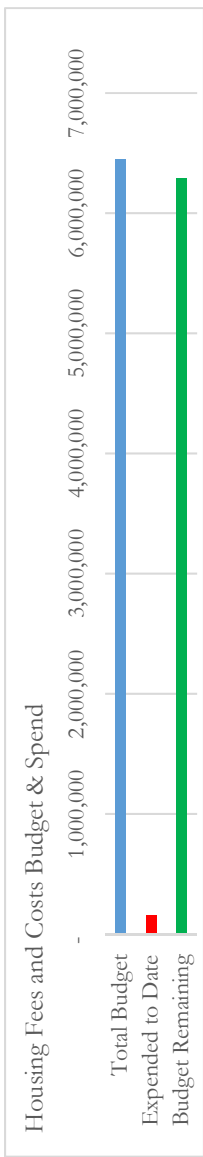
Fees & Costs:	6,444,862
Site Improvements:	2,012,000
Dwelling Structures:	9,252,138
Demolition:	1,194,000
	\$ 18,903,000

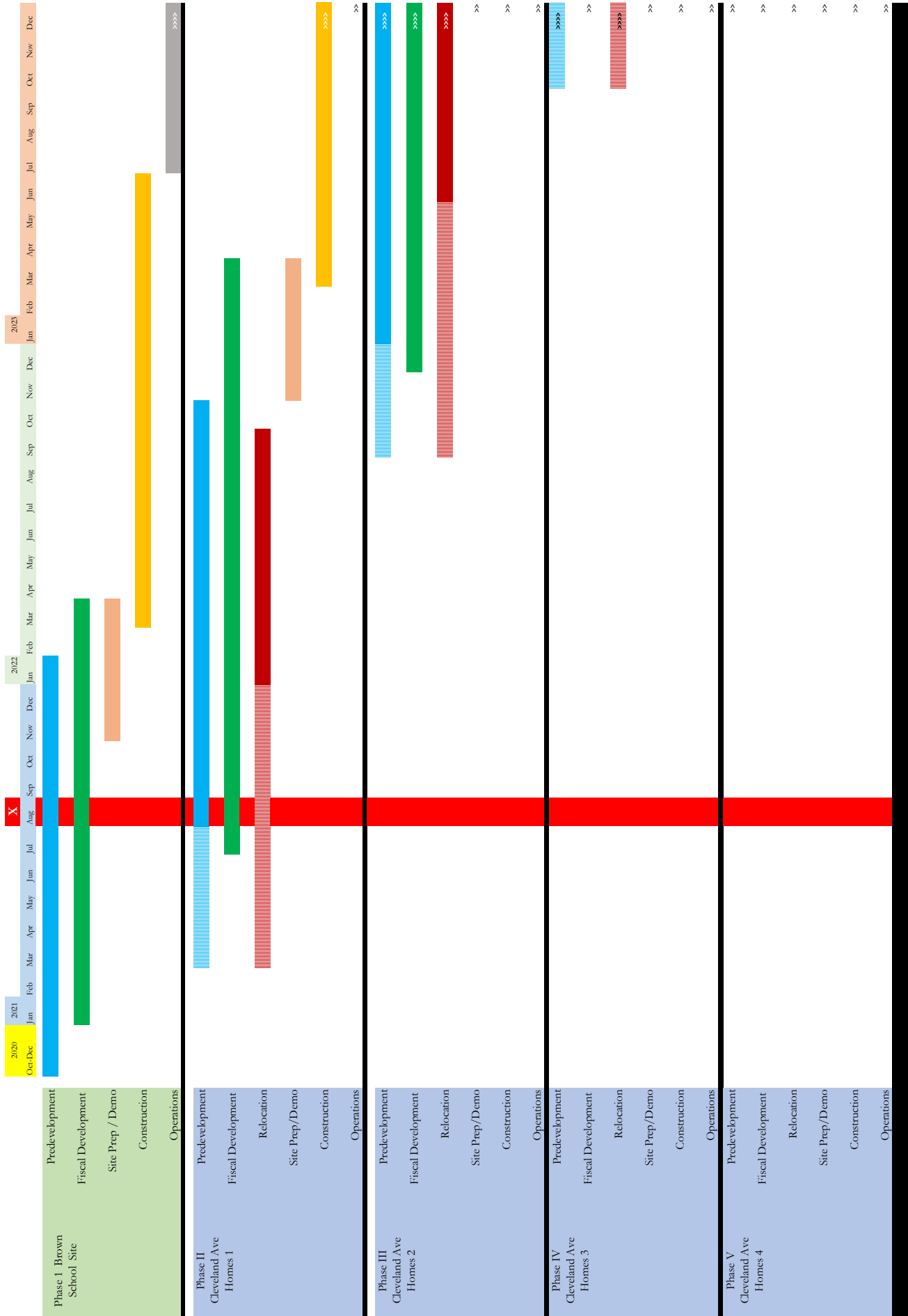
Reporting Period: August 2021



CNI Housing Budget & Expenses by Area

Fees and Costs	6,444,862	
Total Budget	154,468	
Expended to Date	6,290,394	2%
Budget Remaining		
% Expended		
Site Improvements	2,012,000	
Total Budget	-	
Expended to Date	2,012,000	0%
Budget Remaining		
% Expended		
Dwelling Structures	9,252,138	
Total Budget	-	
Expended to Date	9,252,138	0%
Budget Remaining		
% Expended		
Demolition	1,194,000	
Total Budget	-	
Expended to Date	1,194,000	0%
Budget Remaining		
% Expended		





Housing Choice Voucher Program Report

7/31/2021

I. Voucher Unit Utilization	Current	HUD Baseline	Percent Utilized
Vouchers Leased	3499	4643	75%
Vouchers Issued but not Leased	148		
Unit Months Leased YTD	24,493	32,501	75%
Project-Based Vouchers*	354	371	95%
Special Programs	72	239	30%
Mainstream*	65	278	23%
VASH*	95	144	66%
*included in Vouchers Leased			
II. Voucher Budget Utilization			
Monthly	\$1,964,859	\$2,136,190	92%
Annually	\$ 13,525,051	\$ 14,953,330	90%
III. Family Self Sufficiency/Homeownership			
Number of FSS Participants	72		
Number of Homeownership Vouchers Issued	3		
Number of Homeownership vouchers Housed	70		
IV. SEMAP Indicators In PIC			
PIC Reporting Rate	96.75%	>94%	
Indicator 9 - Timely Re-examinations	93%	>95%	
Indicator 10 - Correct Rent Calculations	100%	>97%	
Indicator 11 - Pre-Contract HQS Inspections	100%	>97%	
Indicator 12 - Annual HQS Inspections	84%	>95%	
Indicator 13 - Lease Up (budget or unit)	90%	>97%	
Indicator 14 - Family Self Sufficiency			
Enrollment: # of Participants	85%	>79%	
Percent with Escrow Accounts	55%	>29%	
V. HCV Waiting List			
Number of Applicants	2387		
VI. Inspections			
Units Inspected	461		
Passed	224		
Failed	235		
Failed - Tenant*	1		
Inconclusive/Missed/Cancelled	79		

*Housekeeping failed by Tenant (included in total failed count above)

Monthly Combined Housing Report

Month Ending: 7/31/2021

	HAW S
Total Units	1179
Total Units Offline	14
Total to det. Occup.	1165
Occupancy BOM	1144
Move Ins	7
Move Outs	11
Occupancy EOM	1140
% Leased	99%
PIC Occupancy Percentage	97%
Total Wait List	30,358
Evictions - Non-Pay	2
Evictions - Drug	0
Evictions - Minimum Renters	0
Eviction- Criminal	1
Eviction - Other	0
Eviction: Padlocks/Writs	0
Total Inspections	0
Total Inspections-Passed	0
Total Inspections-Failed	0
W/O Open BOM	158
Work Orders Rec'd	1001
Work Orders Closed	994
Work Orders Outst.	165
% Emerg Closed in 24 hrs.	100%

Monthly Public Housing Report

Month Ending:	7/31/2021										
	Piedmont Park	Cleveland	Stoney Glen	Townview	Sunrise	Crystal	Healy	The Oaks @ 10th	Clenden	Brookside	
Total Units	240	244	48	49	195	201	105	50	30	17	
Units Offline	3	3	0	0	1	0	0	0	0	7	
Units to determine Occup.	237	241	48	49	194	201	105	50	30	10	
Occupancy BOM	238	232	48	49	186	199	104	49	30	9	
Move Ins	2	1	0	2	0	1	0	0	0	1	
Move Outs	3	1	0	2	1	4	0	0	0	0	
Occupancy EOM	237	232	48	49	185	196	104	49	30	10	
% Leased	100%	96%	100%	100%	95%	98%	99%	98%	100%	100%	
PIC Occupancy %	98%	96%	96%	95%	96%	94%	95%	100%	100%	100%	
Total Wait List	3940	3158	4189	3569	1055	264	1255	5924	6053	951	
Evictions - Non-Pay	0	0	0	0	0	0	2	0	0	0	
Evictions - Drug	0	0	0	0	0	0	0	0	0	0	
Eviction-Minimum Renters	0	0	0	0	0	0	0	0	0	0	
Eviction-Criminal Activity	0	0	0	0	0	0	0	0	0	0	
Evictions - Other	0	0	0	0	0	1	0	0	0	0	
Evictions - Padlocks/Writs	0	0	0	0	0	0	0	0	0	0	
Total Inspections	0	0	0	0	0	0	0	0	0	0	
Total Inspections- Passed	0	0	0	0	0	0	0	0	0	0	
Total Inspections- Failed	0	0	0	0	0	0	0	0	0	0	
W/O Open BOM	0	80	0	0	70	0	0	0	8	0	
Work Orders Rec'd	215	246	40	63	70	210	95	43	15	4	
Work Orders Closed	210	310	40	63	0	209	95	42	21	4	
Work Orders Outst	5	16	0	0	140	1	0	1	2	0	
% Emerg Closed in 24 hrs.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
Average Response Time for Routine W/O	2	2	2	2	2	2	2	2	2	2	