



MURCHISON CHOICE
NEIGHBORHOOD PLAN
— FAYETTEVILLE, NC —

FINAL PLAN
IMPLEMENTATION



IMPLEMENTATION

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PRIDE

LOVE

FAMILY



THE MURCHISON NEIGHBOURHOOD'S
TRANSFORMATION IS WELL UNDERWAY
AND WILL CONTINUE TO EVOLVE.
KEY PARTNERS ARE ALREADY MAKING
SIGNIFICANT INVESTMENTS IN THE
NEIGHBORHOOD.

However, the implementation of the specific priorities identified in this Plan is likely to be realized over 10-15 years or more, depending on financing and market conditions. This implementation of the Plan will also rely on a broad network of collaborative partners, some of whom are already implementing key projects in the neighborhood.

A high quality, mixed-income housing program with a comprehensive approach to self-sufficiency will allow the Murchison Neighborhood to evolve into a successful Choice Neighborhood and one of Fayetteville's complete communities, guided by a sustainable implementation and governance structure. Performance metrics established for our People strategies will allow progress to be tracked over time.

The City and FMHA are working and will continue to work with public and private agencies, philanthropic organizations, businesses, cultural entities and a variety of community stakeholders to gather and leverage the resources needed to support the financial sustainability of the Plan, and build community support for and involvement in its implementation. By focusing resources in targeted places, and by drawing on the compounding effect and collective impact of well-coordinated actions, the Murchison Choice Neighborhood Plan will attract the local support necessary to make the Murchison area one of Fayetteville's most livable communities.

As the City and FMHA prepared its Choice Neighborhoods Planning Grant application, it worked with long standing partner organizations, City departments and neighborhood entities to assess current and planned projects and services in the neighborhood and determine points of leverage and partnership.

The City of Fayetteville's Economic & Community Development Department has committed CDBG and other resources to help implement the Plan. The City will also look to leverage funds through other programs including homerepair, downpayment assistance and small business support programs.

Using the Plan as a resource, The City and FMHA will work to acquire funding to implement the People, Housing and Neighborhood Elements. This includes grant opportunities appropriate to fund various projects, their associated timelines and requirements, necessary partners and resources, and match commitments. A Choice Neighborhoods Implementation Manager will continue to meet individually with many implementation partners to discuss collaborative funding opportunities and expansion of funding for current programs that could be enhanced or further developed within planning area.

The City and FMHA will continue to seek resources and funding for early and ongoing implementation of projects and strategic initiatives designed to support the residents of Murchison Townhouses and other low-income neighborhood residents, initiate community improvements identified in the Plan and evaluate performance.

In addition to seeking funds specifically for projects in the Murchison Choice Neighborhood Plan, FMHA is fortunate to be engaged in a variety of other initiatives and efforts that will benefit Murchison Townhouse residents and establish best practices that may be drawn upon as FMHA moves forward with the revitalization of the property and other housing sites. This includes the Digital Equity Initiative and the Job Skills Training and Pre-Apprenticeship Pilot Program. Each of these initiatives have the potential to yield additional funding for similar programs that FMHA hopes to implement under the Murchison Choice Neighborhood initiative

Through established partnerships with multiple City of Fayetteville departments and key service providers, in addition to clear housing and economic development market interest in the area, FMHA is confident that it will be able to attract the investment needed to implement the housing vision contained in the Plan and support a number of related neighborhood improvement strategies and projects.

IMPLEMENTATION STRUCTURE

The Implementation of this Transformation Plan cannot be accomplished alone by a single entity. The many private, non-profit, and philanthropic partners who helped shape the CN Plan also remain committed to playing significant roles in implementation. As strategies were drafted and developed, the City and FMHA worked diligently to align strategies with the appropriate partners within their broad network. The Implementation Matrix provides a detailed list of the partners who will work together to implement each strategy.

PEOPLE LEAD

FMHA will serve as the People Lead. With extensive experience supporting families within the community, and strong connections to a broad base of other social, health, and educational supports, FMHA will provide the bulk of cross-agency coordination and organization. FMHA will also grow its staff, creating Resident Coach positions dedicated to working with FMHA residents, throughout plan implementation and relocation, while also adding new Community Navigator and Health Equity Coordinator positions. FMHA will work with other partners to track the progress of each FMHA household and to produce aggregate results for an annual Implementation Report. Metrics that measure change among neighborhood residents and households throughout the community will also be tracked over time.

HOUSING LEADS

FMHA will serve as the Housing Lead, working in partnership and collaboration with Smith Duggins Companies as development moves forward. SDC has experience in developing affordable housing for low- and moderate-income persons locally. The Housing Leads will work to secure the resources necessary to develop the replacement housing and will coordinate with private investors and developers working on rehab and smaller-scale infill efforts to dramatically improve the housing stock throughout Murchison community. SDC will report on the unit types, sizes, and price points of new homes developed for rent and for sale. SDC and FMHA will track households living in the new homes and will maintain information on HUD-assisted housing units and tenants living in these homes.

NEIGHBORHOOD LEAD

The City of Fayetteville, lead applicant for this Choice Planning Grant, will serve as the Neighborhood Lead. The City will assume responsibility for public infrastructure improvements and will allocate CDBG and HOME funding for improvements that complement and reinforce Choice-funded implementation activities. The City will also continue to work closely with the Murchison community, the Implementation Advisory Committee, and other partners in implementation. They will continue to organize and undertake community-led projects while holding all project leads accountable to the plan's vision and the community's shared values and priorities. The City will maintain updated administrative data tables with the most current American Community Survey and Census data, plus supplemental data derived from future community surveys, data collection, and analysis undertaken by project partners.

EVALUATION

IMPLEMENTATION ADVISORY COMMITTEE

The existing Steering Committee, comprised of leadership from nearly 30 community organizations, Community Ambassadors, will evolve into an Implementation Advisory Committee (IAC). The Committee will meet quarterly to provide strategic guidance, review progress on activities to ensure that they address community needs and catalyze investment in a way that produces measurable beneficial outcomes to residents and the overall neighborhood. Representatives from the Lead entities will remain in active communication with the IAC, attending meetings and providing updates on progress quarterly.

DATA TRACKING

FMHA (People Lead) will establish a data tracking and sharing strategy to help all project partners and funders measure progress and implementation impact. As a first step to implementation, FMHA will work with the City and community members to confirm performance measures for each strategy, as well as a data sharing agreement to ensure that as the work is implemented, the community and partners will be able monitor progress toward each goal and track long-term change. Through data sharing, partners will also be able to identify early on when strategies may not be working and need to be revised. The Lead entities will produce an annual report for the community at-large each year while Choice implementation activities are underway.

HOUSING IMPLEMENTATION

SITE CONTROL AND LAND USE APPROVALS

The CN Team has been actively working to establish site control for all sites indicated in the Housing Plan. The City and FMHA have established an MOU which sets out the understanding between the North Carolina Indian Housing Authority (NCIHA) and the CN Team for the planning of the Elliott Properties Site, located at 1002 Elliott Circle, for the Choice Neighborhoods Implementation Grant that the Grantees intend to pursue immediately following the completion of the HUD Choice Neighborhoods Planning Grant for the Murchison Neighborhood. The NCIHA and the CN Team will cooperate for the purposes of applying for CNI Grant funds and undertaking or assisting in undertaking eligible activities identified in the application for Implementation funds if awarded a grant. The NCIHA and the CN Team have a commitment to work collaboratively throughout the entirety of the process leading up to applying for the CN Grant, including the establishment of site control for the application. Elliott Properties will be included as one of the identified properties for replacement housing and NCIHA will work with the Grantees to ensure that current residents are relocated in an efficient and equitable manner.

The Housing Leads will continue to work with City staff to align the housing designs for the replacement homes with the zoning code and prior plans and studies. Consideration has been given to building scale, massing, and materials, which complement the adjacent fabric of the Murchison Neighborhood.

DEVELOPMENT FINANCING

Implementation of the Plan will require a range of funding sources to create the conditions necessary to redevelop the replacement housing sites, attract private investment, and produce the types of housing at the density supported by the community with an appropriate mix of affordable and market rate units. Potential sources include:

- Tax Credit Equity – Low Income Housing Tax Credits (LIHTC) are expected to be a primary source of funding for all multifamily residential development phases. Both nine percent and four percent LIHTC credits will be needed to finance the planned replacement housing. Securing the nine percent credits will require active pursuit of these competitive resources with the North Carolina State Housing Authority, while the four percent credits are more readily available. Planning for a mix will enable the development of replacement units to proceed more quickly, even concurrently.
- Choice Neighborhood Implementation Funds –The Choice Neighborhood Program can provide between \$30-\$50 million in implementation funds to replace distressed public and assisted housing like Murchison Townhouses, to invest in the neighborhoods surrounding them, and to support the health, education, and economic success of families that live in both.
- City of Fayetteville Affordable Housing Trust Fund – The Fayetteville City Council recently approved funding to go toward a Housing Trust Fund that will address the lack of affordable housing in the city. The funding includes grants valued at \$1 million from the state and more than \$2.5 million from the U.S. Department of Housing and Urban Development’s HOME Investment Partnerships Program. Nearly \$3.4 million in funding has been allocated toward the Trust Fund from the American Rescue Plan Act, federal legislation that provides funding to local governments to address the effects of the COVID-19 pandemic.
- Community Development Block Grant (CDBG) and HOME Funding – The City will utilize CDBG and HOME funding to advance the plan. CDBG funds must benefit low- and moderate-income persons, prevent or eliminate blight, or address community needs for which other funding is not available. HOME funds can be dedicated to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers, build or rehabilitate housing for rent or ownership, or undertake site acquisition, improvement, or demolition to prepare sites for HOME-assisted development, among other uses.
- Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP) – FMHA and SDC may have the opportunity to apply to a regional FHLB via a member financial institution for funding to support affordable housing development. Though FHLBs typically focus on the region that they cover, they may provide AHP funding for projects outside their jurisdiction for applications submitted by a member institution, as the amount of funding available varies by FHLB.
- New Markets Tax Credits (NMTC) - NMTC may be used for the retail developments in the Plan. The federal NMTC program provides capital markets funding (equity and/or debt at below market terms) for economic development projects in low-income communities. NMTC funding can be used for commercial projects and for rental housing (though operating income from housing in a NMTC transaction cannot exceed 80%). NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side in a development.
- Private Equity and Conventional Debt – As a mixed-income development approach with market rate and workforce housing, the replacement housing projects will be able to support private investment through conventional mortgages. The newly enacted

Federal Opportunity Zone Tax Incentives present an additional mechanism for attracting private investment in the Choice Neighborhood.

- Grant Funding – Local project partners, including Fayetteville State University, have also demonstrated success in accessing grant funding. With this plan as an organizing document with broad buy-in, Lead entities and other project partners will align future grant-funded projects with implementation activities tied to the Murchison CN Plan to the greatest extent possible.
- Public Housing Funding – FMHA will work to secure Section 8 Project-Based Vouchers to support some of the family rental units built at the replacement housing sites. When the homeownership components of the Plan move forward, FMHA and SDC will work to link Section 8 Housing Choice Vouchers Homeownership Program Participants with the new for sale or rent-to-own units.
- Deferred and Reinvested Developer Fee - As developer or co-developer, FMHA may receive all or some of the developer fee for planned residential and non-residential development projects and reinvest these fees to implement future phases of the plan.
- Tax Increment Financing - TIF can be an important source of financing for the Plan and should be explored, to the extent feasible.

RELOCATION STRATEGY

The Murchison CN Plan will be carefully phased to best accommodate current families. Experienced FMHA staff will closely coordinate relocation services and mobility counseling with Resident Coaches to help ensure a smooth transition process. FMHA will work with residents to develop a detailed relocation plan that fully complies to the Uniform Relocation Act while meeting the needs of Murchison Townhouse households. Relocation options will be maximized to the greatest extent possible, and ample replacement housing units will be created so that all families who desire to will have the opportunity to return. FMHA is committed to full and dutiful execution of the following agreements with the residents of Murchison Townhouses as they relate to any potential demolition, renovation, construction or temporary displacement that may occur as part of the redevelopment of Murchison Townhouses:

- FMHA will adhere to the Uniform Relocation Act (The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, or “URA”) which applies to the relocation of a tenant because of reconstruction.
- FMHA will employ the services of a qualified Resident Coach (Relocation Specialist) to individually assist each household in assessing their unique housing needs and finding an appropriate unit for temporary relocation.
- Each tenant to be relocated will be provided a copy of FMHA’s Relocation Plan and provided a minimum of 90 days written notice prior to relocation date.
- FMHA will develop an appropriate and adequate schedule of timelines for “move-out notices”, based on the phasing for the proposed property redevelopment.
- During any period of demolition, renovation or construction, no tenant shall be required to relocate from a unit without

FMHA complying with the components of this agreement, unless that tenant is being evicted for a violation of the lease agreement – including but not limited to non-payment of rent.

- FMHA shall not impose a charge upon a tenant of a unit that will be reconstructed or demolished for: 1) any incidental physical damage to a unit, but may charge for severe damages to a unit or any fixtures or appliances; 2) cleaning of the unit, but may charge for unreasonable amounts of garbage or filth left behind.
- Each tenant to be relocated will be provided with the services of a moving company to pack and move the tenant's belongings, or a pre-determined stipend to arrange for such professional services.
- FMHA shall not seek an additional security deposit from a tenant for a temporary relocation unit, or for a reconstructed unit should they choose to move back to a replacement housing site post-redevelopment.
- Financial assistance will be provided for utility hook-ups for units where residents are temporarily relocated. With specific regard to any potential temporary tenant displacement and relocation from Murchison Townhouses, FMHA shall abide by the following agreements and make its best effort to use best practices in relocation to minimize disruption for tenants:
- Should FMHA receive a Choice Neighborhoods Implementation Grant, and thus Tenant Protection Vouchers, FMHA will offer any Murchison Townhouses resident that will be temporarily displaced the choice of either a Housing Choice Voucher or another FMHA public housing unit.
- FMHA shall make every reasonable effort to help households who wish to stay in the Murchison neighborhood to find a comparable unit within the neighborhood.

FMHA will assist the household in finding an available and appropriate unit in the neighborhood where their Housing Choice Voucher can be used. FMHA will work to ensure that the household secures a unit at one of FMHA's other public housing properties, based on a pre-determined admissions priority plan.

- Tenants will be offered a unit for purposes of temporary relocation that will not exceed the rent, utilities, or any other fees currently paid by the tenant (but for changes in tenant household income, fair market rent, salary, household or other qualifying factors), unless FMHA pays for such costs and fees or there is agreement regarding such between FMHA and tenant.
- Tenant's rent will continue to be calculated at 30% of adjusted gross income, both during temporary relocation and potential re-occupancy at Murchison Townhouses.
- Affirmative steps will be taken to help locate housing that may accommodate groups of families or friends that desire to remain together for beneficial social supports.
- FMHA will work closely with the Cumberland County School District to minimize disruption of student's school schedules.
- FMHA and its Resident Coaches will develop an appropriate priority plan to offer temporarily relocated Murchison Townhouses tenants the first right to return to newly redeveloped units at replacement housing sites.

FMHA will also work closely with the North Carolina Indian Housing Authority to ensure adequate relocation measures for all current residents of Elliott Properties upon redevelopment.

PEOPLE ELEMENT - IMPLEMENTATION MATRIX

EDUCATION						
Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
	Early Childhood Education Expansion Program	<ul style="list-style-type: none"> Head Start FMHA Cumberland County Schools 	<ul style="list-style-type: none"> City of Fayetteville FSU FTCC FCC Ministerial Council United Way of Cumberland County Communities in Schools North Carolina Cumberland County Department of Social Services Greater Life of Fayetteville Partnership for Children of Cumberland County 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant ARPA funding through the Child Care for Working Families Act United Way - Youth Growth Stock Trust Dolly Parton Imagination Library CFF Community Grants Preschool Development Grant Birth through Five (PDG B-5) Renewal Grant State-wide Birth to 3 Program Feasibility and Cost Study Preschool Development Grant Birth through Five (PDG B-5) NC Pre-K Program Outcomes-Driven Pilot Project 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$100k - \$500k
X	Youth and Teen Enrichment Center	<ul style="list-style-type: none"> City of Fayetteville Cumberland County Schools FSU 	<ul style="list-style-type: none"> FMHA FTCC FCC Ministerial Council United Way of Cumberland County Communities in Schools North Carolina Cumberland County Department of Social Services Greater Life of Fayetteville Partnership for Children of Cumberland County Fayetteville Arts Council Cooperative Extension 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant The Woman's Giving Circle of Cumberland County Specialized Family Child Care Technical Assistance Program Ribbon of Hope Grants 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$1m - \$5m
	Enhance the E.E. Smith High School Academy of Math and Science Program	<ul style="list-style-type: none"> Cumberland County Schools FTCC Fort Bragg 	<ul style="list-style-type: none"> City of Fayetteville FSU FMHA FCC Ministerial Council United Way of Cumberland County Communities in Schools North Carolina Cumberland County Department of Social Services Greater Life of Fayetteville Partnership for Children of Cumberland County Fayetteville Arts Council Cooperative Extension 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant Competitive Grant Process for Non-Profit Grant Funding for State-Wide Health & Human Services Initiatives Ribbon of Hope Grants 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$1m - \$5m

EDUCATION

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
	Promote NC Promise and Military Tuition Programs to Local Students	<ul style="list-style-type: none"> • FSU 	<ul style="list-style-type: none"> • City of Fayetteville • Fort Bragg • FMHA • FTCC • Cumberland County Schools • FCC Ministerial Council • Pathways for Prosperity • United Way of Cumberland County • New Genesis Tutorial Services • Communities in Schools North Carolina • Cumberland County Department of Social Services • Greater Life of Fayetteville • Partnership for Children of Cumberland County 	<ul style="list-style-type: none"> • Choice Neighborhoods Implementation Grant • NC Promise Scholarships • Military Tuition Programs • CCF Scholarships 	<ul style="list-style-type: none"> • Short 	<ul style="list-style-type: none"> • \$100k - \$250k

HEALTH AND SAFETY

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
X	Expand Free or Low-Cost Mental Health Services	<ul style="list-style-type: none"> Carolina Collaborative Community Care Cape Fear Health System Stedman Wade Health Center 	<ul style="list-style-type: none"> City of Fayetteville FMHA FSU United Way of Cumberland County Cumberland County Department of Social Services Continuum of Care on Homeless Cumberland HealthNET Alliance Health Endeavors Cumberland County Schools 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant CFF Community Grants Ribbon of Hope Grants 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$100k - \$500k
	Murchison Healthy Food Initiative	<ul style="list-style-type: none"> Cumberland County Food Policy Council Carolina Collaborative Community Care YMUS Community Garden Carolina Collaborative Community Care 	<ul style="list-style-type: none"> City of Fayetteville FMHA FSU United Way of Cumberland County Cumberland County Department of Social Services Continuum of Care on Homelessness Cumberland HealthNET Alliance Health Endeavors Cumberland County Schools 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant Emergency Food and Shelter Program Grant CFF Community Grants USDA Regional Food Business Centers Food and Agriculture Service Learning Program Farm to School Grant Competitive Grant Process for Non-Profit Grant Funding for State-Wide Health and Human Services Initiatives Food Lion Feeds 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$100k - \$500k
	Improve Participation in Neighborhood Watch Programs and Enhance Community Policing Program	<ul style="list-style-type: none"> Local Residents City of Fayetteville Police Department Cumberland County Sheriff's Office 	<ul style="list-style-type: none"> FCC Ministerial Council Fayetteville Fire Department Existing Community Watch Groups FSU Community Advocacy and Criminal Justice Department National Crime Prevention Council Community Neighborhood Watch Realtors Associations 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant Community Safety Micro-Grant 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$100k - \$500k

INCOME AND EMPLOYMENT

Top Ten Community Priority	Strategy	Potential Lead Partners	Potential Supporting Partners	Potential Resources	Timeline Short Term (0-2 years) Medium Term (2-5 years) Long Term (5-15 years)	Estimated Cost
	Expand Job Skills Training and Pre-Apprenticeship Pilot Program	<ul style="list-style-type: none"> FMHA FTCC Mid- Carolina Workforce Development 	<ul style="list-style-type: none"> City of Fayetteville Apprenticeship NC 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant Job Development Investment Grant Golden LEAF Open Grants Workforce Assistance - Golden LEAF 	<ul style="list-style-type: none"> Short 	<ul style="list-style-type: none"> \$100k - \$500k
	Create a Community Resource Center as Part of FSU Innovation and Entrepreneurship Hub	<ul style="list-style-type: none"> FSU United Way of Cumberland County FTCC 	<ul style="list-style-type: none"> Ft. Bragg Workforce Development Board Cumberland County Department of Social Services Operation Inasmuch Pathways for Prosperity Salvation Army Veterans Empowering Veterans NC Works 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant Program for Investors in Microentrepreneurs (PRIME) 	<ul style="list-style-type: none"> Short 	<ul style="list-style-type: none"> \$100k - \$500k
	Enhance Childcare Subsidy and Train and Register New Providers	<ul style="list-style-type: none"> Cumberland County Schools FTCC 	<ul style="list-style-type: none"> United Way of Cumberland County Cumberland County Department of Social Services Head Start Greater Life of Fayetteville Pathways for Prosperity Partnership for Children Boys and Girls Clubs Faith-based Organizations Bel Perazim Child Care 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant Specialized Family Child Care Technical Assistance Program Preschool Development Grant B-5 - Renewal Grant Coaching Towards Mastery Program for Investors in Microentrepreneurs (PRIME) 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> \$1m - \$3m
	Enable Greater Utilization of Family Self Sufficiency Program	<ul style="list-style-type: none"> FTCC FMHA Operation Hope 	<ul style="list-style-type: none"> The Women's Giving Circle of Cumberland County The GOME Investment Partnership 	<ul style="list-style-type: none"> Choice Neighborhoods Implementation Grant 	<ul style="list-style-type: none"> Short 	<ul style="list-style-type: none"> \$100k - \$500k



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