

## **CCHRA Annual Plan 2021 Goals and Objectives Updates**

. 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. Expand housing opportunities for citizens served by CCHRA through actions that include seeking out additional HUD and non-HUD related sources of funding and decreasing operational costs to free up funds for housing program expansion.**

1. Develop a comprehensive plan of action and timeline to increase availability of affordable housing, including pursuit of partnerships with housing-related organizations and seeking "outside the box" ideas for new housing creation.

CCHRA has developed a Finance Committee consisting of BOC Members and Staff to create a comprehensive plan of action of transitioning options. We are actively seeking and meeting with Developers HUD Expeditors and County Officials for awareness of all possible options.

2. Complete the process of gaining HUD approval and then selling 18 scattered site housing units to generate revenue for redevelopment of additional housing in the region. Additional requests for disposal of scattered site housing units may be submitted in the future if approved by the Board of Commissioners.

CCHRA has completed the Disposition Grant to sell 18 scattered site housing units and submitted it to HUD for approval.

4. Issue a request for information for granting a land-lease to a local organization to construct additional housing units on its site adjacent to Joseph Floyd Manor at no cost or responsibility to CCHRA

CCHRA has developed a Finance Committee to explore ideas of renovating, constructing or granting a land lease. We are actively seeking and meeting with Developers HUD Expeditors and County Officials for awareness of all possible options.

5. Continue to aggressively seek out HUD and non-HUD sources of funding, including grants, commercial space rental, sales of underutilized assets, and other revenue generating ideas.

Due to Covid-19 Pandemic, the Housing Authority was unable to fulfill this goal. We will resume completing this goal after the pandemic.

6. Continue to explore and implement options to reduce operational expenses.

CCHRA applied for HUD 2020 Emergency Grant to replace the Boiler in JFM to save Capitol Fund Dollars.

CCHRA completed an application for FEMA Funds which was approved in the amount of \$\_20,000.00 that will replace Capitol Funds utilized to repair Public Housing units and remove debris from properties.

## **II. Take actions necessary to continuously improve all aspects of CCHRA staff and Board of Commissioners operations.**

1. Continuously review all aspects of CCHRA operations and take appropriate actions to improve the efficiency and effectiveness of the agency.

CCHRA's Board of Commissioners has approved a Resolution to increase the Micro Purchase Threshold from \$3,000. 00 to \$10,000.00, which eliminates the "multiple quotes requirement" to hire Contractors for Public Housing repairs that are under \$10,000.00. This action has improved CCHRA's Procurement Process by expediting the completion of unit repairs.

CCHRA Broad of Commissioners has also approved Bi-annual inspections for the HCVP Department. This action improves the effectiveness of the inspection process by allowing the Inspector to focus on the units that do not meet HUD's Housing Quality Standards.

2. Utilizing the services of a local board governance expert, develop a new and comprehensive BOC governance process at CCHRA. This process will include, but not be limited to, a review of all existing staff and BOC policies, with revisions as necessary as well as development of new staff and BOC policies where policy gaps exist; development of a monitoring and reporting system so that the BOC is kept informed of progress in completing the agency goals and objectives as well as

key performance indicators and trends; and development of an effective performance monitoring system for the CEO, staff, and the Board of Commissioners.

Due to the COVID-19 Pandemic and the absence of a CEO and other key staff members the BOC has not worked on this goal in 2020. However, In 2021 after hiring a permanent CEO, maintenance and filling the new staff position Asset Manager we will develop and implement the policies and BOC Governance process.

### **III. Pursue initiatives aimed at building stronger relationships within the community, state, nation, and within the housing authority, including through improved communication, outreach, and marketing.**

1. Continue to seek out opportunities to secure local collaborations and partnerships that facilitate CCHRA mission success. These collaborations and partnerships will include, but not be limited to, Charleston County Council; Charleston City Council; City of Charleston Police Department; local non-profits such as Palmetto Goodwill Industries, Salvation Army, and the American Red Cross; local faith-based communities; and area school districts.

CCHRA has secured local collaborations with Charleston County Council, MUSC, Enough Pie, Boom Town and The Humanities Foundation. Brief descriptions of the results of the collaborations are below:

**Charleston County Council-** gifted CCHRA \$300,000.00 to assist with repairing Scattered Site Units.

**Boom Town-** Landscaped the garden on JFM Grounds, Coordinated Food Drives for JFM tenants, Implemented a Bulletin board on each floor of JFM. Created a buddy system between JFM residents and community volunteers.

**Enough Pie-** Published the book Tales from the Manor detailing the lives of JFM Residents, coordinated a Secret Santa Wish list Christmas Drive for JFM residents.

**Medical University of South Carolina-** Coordinated COVID-19 testing for JFM and Brighton Place Residents.

**The Humanities Foundation-** Assisted all qualified CCHRA tenants from Public Housing and HCVP Departments with utility and rental assistance.

2. Strengthen CCHRA relationships within the national public housing industry in order to take advantage of information gathering opportunities, best practices, and potential funding opportunities for affordable housing expansion.

Our Interim CEO has joined the South Carolina State Association Housing Authority of Executive Directors, which functions as a reference to gain assistance with issues concerning the operations of Public Housing Authorities, best practices, and funding opportunities.

Also, we have partnered with Stephen Wright, the Director of Community Security for the City of Charleston and the North Charleston Housing Authority Police, Ms. Sarah Midgett to assist with investigating fraud allegedly committed by our tenants.

2. Take actions aimed at improving the internal and external communication process, including web-based, social media, print, and other vehicles to communicate information to residents and stakeholders.

CCHRA created a Public relations committee consisting of staff and BOC members that converse with the media about events and situations occurring at the properties owned by the agency.

#### **IV. Take actions to continue to improve quality of life for all CCHRA residents.**

1. Expand the number of activities available to residents, as well as participation in those activities.

Due to Covid-19 Pandemic, the Housing Authority was unable to fulfill this goal. We will resume completion of this goal as soon as it is safe for residents and staff.

2. Increase the emphasis on programs that target quality of life enhancements for elderly and disabled residents.

CCHRA was unable to hosts events for residents due to the COVID-19 pandemic.

3. Increase the involvement of CCHRA residents in caring for and showing pride in their homes, including increased accountability for basic cleanliness and timely reporting of maintenance issues such as leaks, malfunctioning equipment, and pest control needs. Develop a regular and effective inspection program for all public housing units.

Due to Covid-19 Pandemic, the Housing Authority was unable to fulfill this goal. We will resume completion of this goal as soon as it is safe for residents and staff.

- 4 Increase the presence of law enforcement at Joseph Floyd Manor to deter crime.

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5. In conjunction with CCHRA's highly successful and number one rated Family Self Sufficiency Program, expand the use of HUD's Section 3 Program which requires housing authorities to provide training, employment, and other economic opportunities to their tenants.

Due to Covid-19 Pandemic, the Housing Authority was unable to fulfill this goal. We will resume completion of this goal as soon as it is safe for residents and staff.

2. Number of public housing units and housing choice vouchers.

CCHRA has 399 Public Housing Units and 1089 Housing Choice Voucher Program vouchers.

- 3 Date of last HUD audit and listing of any findings/corrective action

Our last audit was released March 2020 for Fiscal year 2019. A list of findings and the approved correction action plan is attached.

4 Most recent HUD approved 5 Year Capital Improvement Action Plan.  
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