

**COLLABO**  
**USI** Urban Strategies Inc.  
**PENROSE**  
Bricks & Mortar | Heart & Soul


**Fayetteville Metropolitan Housing Authority**  
**FAYETTEVILLE**  
AMERICA'S CAN DO CITY





**MURCHISON CHOICE**  
**NEIGHBORHOOD PLAN**  
FAYETTEVILLE, NC

**Choice Neighborhood Community Meeting**  
February 12, 2026

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## Agenda






- Welcome
- Choice Neighborhoods Overview
- Murchison Choice Neighborhoods Team
- Choice Neighborhood Timeline
- Housing, People and Neighborhood Updates
- Activity Stations
- Next Steps

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## Choice Neighborhoods

In December of 2020, the City of Fayetteville, in partnership with the Fayetteville Metropolitan Housing Authority (FMHA), was awarded a **HUD Choice Neighborhoods Planning Grant** for the Murchison neighborhood.

Through the Grant, the City and FMHA worked with **local residents and a variety of community stakeholders** – including nonprofits, faith-based organizations, anchor institutions, supportive services agencies, businesses, and others – to create a forward-looking **Transformation Plan with a strong commitment to diversity and inclusion.**

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## Choice Neighborhoods Overview

**HOUSING**

- Build new apartments with high quality amenities for a mix of incomes.
- Incorporate wellness into housing communities.
- Connect housing to neighborhood amenities.
- Provide construction job opportunities to residents to ensure the economic impact benefits all in the community.

**NEIGHBORHOOD**

- Create a new market by attracting private and public capital to build a variety of housing types and new retail.
- Celebrate the neighborhood with investments in branded signs, community art and landscaping.
- Providing multi-modal connections throughout the neighborhood
- Create shared spaces for the community to gather.

**PEOPLE/EDUCATION**

- Convene network of service providers to identify and solve gaps in services, and to bring promising strategies to scale.
- Provide direct support services to every public housing household.
- Provide mobility counseling and support during relocation.
- Monitor progress and share opportunities, challenges, and progress made through data analysis with transparency.



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## Visions



- **Community of Learning Theme:** Harness FSU and local schools to expand educational and job training opportunities for local residents.
- **Growing Green Theme:** Grow local wealth and ownership, while also improving and expanding the green network of parks, open spaces and trails to connect neighbors to nature.
- **Historical and Cultural Community Theme** Recognize and celebrate the rich history and culture of the community as a way to foster growth and opportunity.

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## HUD Decision

**Application Submission**

- The City submitted the application on February 14, 2024
- HUD sent a letter notifying the City that we were a finalist on May 1, 2024
- HUD toured the neighborhood on June 13, 2024

**Application Review and Denial**

- HUD notified the City that we were not selected on July 16, 2024
- On the same day, ECD sent an email to all partners and collaborators notifying them of HUD’s decision
- The City and Housing Authority requested a debrief from HUD on July 23, 2024
- HUD scheduled a debrief with the team on September 19, 2024



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# HUD Debrief

**HUD Provided a verbal debrief of our application with scoring criteria broken into seven categories for a maximum of 104 points**

Category	Score
Capacity	15/20
Need	10/14
Strategy – Neighborhood	8/10
Strategy – Housing	13/17
Strategy – People	8/14
Leverage	6/9
Approach	8/9
Other	5/5
Impact	2/6
Total	75/104

### HUD Comments (Summarized)

- The application was eligible, and it is impressive to be shortlisted the first year
- Including Elliot Circle in the redevelopment plan is unusual but just needs more explanation
- Application needs better understanding of roles and responsibilities
- Costs of site acquisition and development at Elliot Circle is high
- Need to ensure non housing authority residents are provided resources, options, and right to return



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# Notice of Funding Opportunity

### Timeline for the Grant Submission

- Posted December 9, 2025
- Due March 9, 2026

### New Administration/ New Grant Adjustments

- Funding reduced from a max of \$50M to \$26M
- Limited applicant pool
- Focus on practical projects that can be implemented



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## Fayetteville's time is Now

### Set up for Success

- **Transformation Plan** developed by the community and accepted by HUD.
- **Scoring and Feedback** Focusing on scoring and addressing HUD's feedback.
- **Murchison Neighborhood's Story** Threading the resident's and the community's story through the application.
- **Housing plan** Financing and implementation feasibility.
- **People strategies and partners** Partnering with education and workforce development service providers.
- **Neighborhood investments** concentrating on partnerships, connections and leverage.



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## CNI Resident Rights



- To be continuously involved.** All Murchison Townhomes Residents are invited and encouraged to be involved during the application process and will continuously be invited to be involved after HUD announces grant awards in the late summer of 2026.
- To return to a replacement housing unit.** When HUD awards Fayetteville's application in 2026, construction would start in late 2027. Construction is planned in phases over an eight-year period; once construction is complete lease compliant residents will be provided the first right to return to a new apartment. All households will continue to pay 30% of their income toward rent.
- To play a role in updates to the Transformation Plan.** Residents will continue to be offered opportunities to meaningful roles in making decisions throughout implementation.
- To confirm their needs, desires and assets on a one-on-one basis.** In February 2026, Urban Strategies is meeting with residents to update the household level assessment to ensure residents strengths, needs and opportunities are incorporated.

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## Murchison CNI Team

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**FY2025-2026 Choice Neighborhood Implementation**

**CITY OF FAYETTEVILLE**  
**FAYETTEVILLE METROPOLITAN HOUSING AUTHORITY**  
 Cumberland County Schools  
 Fayetteville State University

<b>COMMUNITY DEVELOPMENT STRATEGIES</b> Grant Strategy/Writer	<ul style="list-style-type: none"> <li>Guide Housing, Neighborhood and People strategies that are integrated and equitable</li> <li>Formulate implementation strategies based on data and community input</li> <li>Build consensus through a democratic process</li> </ul>	<b>COLLABO Steele Group</b> Master Planner/Designer
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<b>URBAN STRATEGIES</b>	<b>PENNRose</b>	<b>CITY OF FAYETTEVILLE</b>
<b>People Implementation Lead</b> People Plan – Education, Income & Employment Case Management Resident Engagement Partner Engagement and Leverage	<b>Housing Implementation Lead</b> Mixed-Income Rental Housing Master Plan Site Control, Unit Mix and Phasing Design and Financing Land Use Approvals Partner Engagement and Leverage	<b>Neighborhood Implementation Lead</b> Neighborhood Plan (CCI) Plan Community and Economic Development Homeownership Placemaking and Connections Partner Engagement and Leverage

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## Choice Neighborhood Timeline

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The timeline is divided into three main phases:


- MURCHISON CHOICE NEIGHBORHOODS PLAN (2020-2023):**
  - 2020: CHOICE NEIGHBORHOOD PLANNING (CN) GRANT AWARDED
  - 2021: FIRST COMMUNITY MEETING, AMBASSADORS HIRED, RESIDENT NEEDS SURVEY
  - 2022: WORKING GROUPS FORMED, DRAFT PLAN COMPLETE, EARLY ACTION PROJECTS COMPLETE
  - 2023: MURCHISON CN PLAN COMPLETE
- MURCHISON CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT APPLICATION 1 (2023-2024):**
  - 2023: CITY COUNCIL APPROVES \$500K TO APPLY FOR CHOICE NEIGHBORHOODS IMPLEMENTATION (CNI) GRANT
  - 2024: MURCHISON SELECTED FOR HUD SITE VISIT, RESIDENT ENGAGEMENT & CNI GRANT SUBMITTED
  - 2024: NOT SELECTED
- MURCHISON CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT APPLICATION 2 (2024-2026):**
  - 2024: CITY COMMITS TO PURSUING CNI GRANT AGAIN
  - 2025: COMMUNITY ENGAGEMENT, HUD TO SELECT GRANT WINNERS
  - 2026: SUBMIT CNI GRANT APPLICATION TO HUD, IF SELECTED, START WORKING WITH RESIDENTS ON NEXT STEPS

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## CNI Housing


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PERSPECTIVE SKETCH  
R.L.S.

### Housing Principles

- 1:1 replacement of public housing units.
- Public housing residents will continue to pay 30% of their income toward rent




PERSPECTIVE SKETCH  
R.L.S.




PERSPECTIVE SKETCH  
R.L.S.

- Build first, households relocate once
- Built with high quality amenities for a mix of incomes




PERSPECTIVE SKETCH  
R.L.S.

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## Housing Element

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- Mixed Income Redevelopment of Elliot Circle (Phase 1)
- Mixed Income Redevelopment of Elliot Circle (Phase 2)
- Mixed Income Redevelopment of Murchison Townhomes public site (Phase 3)

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## Murchison Townhouse Site

The Murchison Townhouse Site is depicted through a site plan and a photograph. The site plan, overlaid on an aerial view, shows a long, narrow development of townhouse units. The units are color-coded: orange for garden-style apartments, purple for an amenity/community area, yellow for townhouse and duplex units, and light yellow for detached single-family units. The photograph shows a long, two-story townhouse building with a parking lot in front, featuring several cars parked.

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## Elliott Properties Site

The Elliott Properties Site is shown with a site plan and a photograph. The site plan, overlaid on an aerial view, shows a large development with various unit types. The units are color-coded: orange for garden-style apartments, purple for an amenity/community area, yellow for townhouse and duplex units, and light yellow for detached single-family units. The photograph shows a long, single-story building with a parking lot in front, featuring several cars parked.

- Garden-style Apartments
- Amenity/Community
- Townhouse & Duplex Units
- Detached Single-Family for Sale

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## Neighborhood Investments



### Build on Signature Place-Based Projects

- Central Park Villas
- Senior Center East
- Smith Recreation Center
- FSU health and wellness center
- Historic designation
- Placement of 19 Little Free Libraries within the Murchison Choice Neighborhood.
- Community Garden at Stackpole and Springfield
- Public Wi-Fi infrastructure at Murchison Townhomes

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## Neighborhood Strategies



### \$15M+ Neighborhood Investments

Critical Community Improvements - Create a market for future private/public investment

- **Increase the mix of workforce housing**  
Build new for sale homes.
- **Stabilize existing owner-occupied homes**  
Exterior rehab program.
- **Increase multi-modal transit option**
- Connect Mazerick Trail throughout the neighborhood.
- **Celebrate history and create a sense of place**  
Gateway and placemaking through community art.

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# At the Heart of Transforming Communities

USI Organization Overview



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## Building Pathways to Prosperity

Urban Strategies, Inc. (USI) is a national nonprofit with **nearly five decades of experience sparking transformation in communities too often left behind.** Since our founding in 1978 in St. Louis, Missouri, we have become a trusted partner in advancing people-centered, place-based solutions that bridge individual resilience with structural change.

We lead with care and conviction, designing, managing, and implementing bold strategies that dismantle barriers to opportunity. Our work is grounded in the belief that all families deserve to live in safe, vibrant communities where they can grow, contribute, and thrive.

Today, we work in 63 neighborhoods across the country, from major metro centers to small cities adjacent to rural regions. In every place we serve, we meet communities where they are, co-create solutions that reflect their needs, and invest in the social and civic infrastructure needed to unlock their full potential.

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# What We Do

We are a community-centered, partnership-based organization that centers the lived wisdom and expertise of those closest to the challenges and the solutions.

Our goal is simple yet powerful: to ensure that all families are stable and thriving. To get there, we connect the dots between people, policy, place, and practice. We move beyond quick fixes to co-create lasting change, replacing band-aids with blueprints, and barriers with bridges.



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# Our Model

Our integrated model connects government, nonprofit, philanthropic, business, and resident partners. Together, we deliver results that are measurable, meaningful, and rooted in equity.

We utilize the Results Count® framework, a proven, data-informed method to clarify high-level goals, ensure accountability, and track progress across systems and stakeholders. With this disciplined approach, we cultivate alignment, unlock impact, and ensure the communities we serve don't just survive but thrive.



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**Our Impact Areas:  
Investing in Human Capital and  
Vibrant Communities**

We believe that sustainable transformation must begin within. Our impact model is designed to strengthen human capital while simultaneously improving the physical and economic infrastructure of communities.

**We focus on six interconnected areas** that reflect the complexity of people’s lives and the systems they navigate.

Education & Careers	Health & Wellness
Economic Contribution	Community Partnerships
Family & Housing Stability	Civic & Community Engagement

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## People Results

**Income and Employment**

- Working-age, able adults are employed & retain work
- Households can afford their daily needs
- People are connected to training & job opportunities

**Training and Education**

- Young children are enrolled in quality early learning
- School-aged children are proficient in math & reading
- Young people graduate from HS college/career ready

**Maintaining Independence**

- Staff time for health navigation services, community health worker services, and/or nurse/medical provider home visits
- Medical/dental/vision/mental health services
- Substance abuse treatment and counseling programs
- Aging in place supports (such as home health-aide services and Meals on Wheels)

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# Thank you!

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Families at the Center of Results  
[usi-inc.org](http://usi-inc.org)



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## Next Steps

### Stay Informed – Engaged – Involved

Please visit for further the discussion the following activity stations

- Housing
- People
- Neighborhood

Visit: [Murchisonchoice.com](http://Murchisonchoice.com)

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