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# Fiscal Year 2012 - 2013 Moving Forward Annual Plan

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**Moving  Forward**  
*Families Advancing to Self-Reliance*

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*Revised 022212*

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# Housing Authority of the City of Charlotte, NC

*The mission of the Charlotte Housing Authority is to lead, develop and execute community-wide strategies that meet the broad range of housing needs for families who cannot otherwise attain conventional housing.*

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## i. Introduction

The Charlotte Housing Authority's mission is to lead, develop and execute community-wide strategies that meet the broad range of housing needs for families who cannot otherwise attain conventional housing. The Charlotte Housing Authority (CHA) has opted to be the leader mainly because the agency has been extended with resources from the federal government and to some extent local government to house the extremely low-, very low- and low-income families in the City of Charlotte. Participation in the U. S. Department of Housing and Urban Development (HUD) Moving To Work (MTW) Federal Demonstration program allows the Charlotte Housing Authority the latitude to design and implement innovative housing strategies and self-sufficiency initiatives to address this local need which is in high demand.

CHA was one of the original housing authorities authorized to participate in the MTW Demonstration Program in 1999. However, the agency did not sign its first MTW Agreement until 2006. The Agreement was amended two (2) additional times for the current 10 year Agreement which expires March 31, 2018. The program objectives are to:

- Use Federal dollars more efficiently
- Help residents find employment and become self-sufficient
- Increase housing choices for low-income families

Despite the myriad of tools available, without the aid of MTW, CHA's development of affordable housing would be limited, as well as the leveraging of supportive services from partner agencies. During its 5 years of participating, CHA has used MTW flexibility to enact a Rent Reform initiative, create policies for a work requirement, increase investment portfolio, increase acquisition of land and multi-family properties, partner with supportive housing providers and many other activities to develop affordable housing and promote employment and self-reliance. At the conclusion of the MTW demonstration program the impact of the Charlotte Housing Authority's initiatives, as well as the additional 32 agencies participating, will aid future policy and decision making on allowable programming and policies for public housing agencies.

CHA has branded the local effort ***Moving Forward***. The brand emphasizes the importance of redefining public perceptions about affordable housing and the residents it serves through programs and partnerships that show a shared purpose among residents, CHA, and community stakeholders.

CHA continues to explore a new initiative titled Residence in Select Environments (RISE). This activity will provide an enhanced voucher to families that reside in Charlotte's more affluent neighborhoods, which will enable low-income families a chance to succeed in high opportunity neighborhoods that offer better employment, education, and quality of life. The goal of RISE is to increase housing choices for low-income families and to promote work and self-sufficiency among assisted families. The objective of RISE is to encourage families to relocate to low poverty areas by providing mobility counseling and supportive services. The RISE Initiative is being developed with the guidance of the researchers at the University of North Carolina at Chapel Hill, who are evaluating the CHA Moving Forward Program. The program implementation has not been determined.

The Charlotte Housing Authority has developed and implemented Moving Forward initiatives specifically for public housing and Section 8, as well as agency-wide. These

initiatives are broadly listed here based on their relationship to the federal demonstration program statutory goal and the agency’s goals and objectives; however a summary description of the initiatives is attached as Appendix C. Detailed information on the initiatives is highlighted in the New and Ongoing MTW Activities Sections.

<b>CHA 2012 – 2013 Ongoing Activities</b>
<i><b>Promoting Self Sufficiency</b></i>
<b>Goal: Create an environment that encourages client families to reach their highest potential</b>
<i>Objective: Lead strategic partnerships and promote innovative solutions leading to self-sufficiency</i>
<ul style="list-style-type: none"> <li>● Moving Forward Supportive Services</li> <li>● Youth Initiatives</li> </ul>
<i><b>Increasing Housing Choices</b></i>
<b>Goal: Provide the greatest number of viable and affordable housing solutions from homelessness to permanent housing through sustainable strategic partnerships;</b>
<i>Objectives: Increase affordable housing opportunities; Lead strategic partnerships; Provide optimal housing choices; Promote innovative solutions</i>
<ul style="list-style-type: none"> <li>● Local Non-Traditional Initiatives</li> <li>● Housing for Persons with Disabilities, Special Needs, and Homeless</li> <li>● Partner with CMS for Mixed-Income Affordable Units</li> </ul>
<i>Objectives: Ensure long-term financial viability; Increase affordable housing opportunities;</i>
<ul style="list-style-type: none"> <li>● Land Acquisition for Future Use</li> <li>● Increase Acquisition and Rehabilitation of Existing Multi-Family Properties</li> </ul>
<i>Objectives: Optimize performance of the Section 8 Program</i>
<ul style="list-style-type: none"> <li>● Participant and Landlord Tracking Program</li> <li>● Occupancy Training</li> <li>● Section 8 Property Rating System</li> </ul>
<i>Objective: Increase affordable housing opportunities</i>
<ul style="list-style-type: none"> <li>● Site-Based Waiting Lists (Public Housing and Project Based Section 8)</li> <li>● Resident Safety Initiatives</li> </ul>
<i><b>Achieve Administrative Efficiencies and Cost Savings</b></i>
<b>Goal: Ensure the Authority’s long-term financial viability</b>
<i>Objectives: Ensure long-term financial viability; Maximize funding sources</i>
<ul style="list-style-type: none"> <li>● Alternate Review</li> <li>● Rent Reform</li> <li>● Adopt Investment Policies Consistent with State Law</li> <li>● Modify Section 8 Inspection Procedures</li> </ul>

As part of the FY2013 Moving Forward Annual Plan development, CHA held four (4) Customer Annual Planning Sessions during the day, evening and weekend hours. In addition, MTW staff attended resident meetings, met with the Resident Advisory Council (RAC), the Section 8 Program Participant Advisory Committee (PAC) and held a 45-day public comment period. Comments from the public review period are included in Appendix B. Feedback from the Customer Annual Planning Sessions are also included as Appendix B1.

Over the past 4 years and continuing through 2018, CHA has tracked the success of the Moving Forward initiatives by measuring the following metrics:

- The employment rate for able-bodied heads of households and other family members
- The number of family members in training and/or education programs
- The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families)
- The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services
- The number of children who enter post secondary education
- The percent increase in number of CHA students that enter the Charlotte Housing Authority Scholarship Fund (CHASF)
- The number of housing units in mixed-income environments
- The distribution of housing units and housing opportunities (a) Section 9 and (b) Project-based Section 8

Charlotte Housing Authority also has a number of activities underway that utilize single fund budget with full flexibility (flexibility to allocate federal resources where most needed), and assist in meeting the MTW objectives, but are not a CHA MTW Initiative.

### **Boulevard Homes Redevelopment**



The Charlotte Housing Authority has been awarded a \$20.9 million HOPE VI Grant by HUD for the redevelopment of its Boulevard Homes property. The grant will be used, along with other funding, to transform the dilapidated, public housing development and surrounding neighborhood into a thriving mixed-income community. Crosland Inc., selected as the on-site residential component developer for the Boulevard Homes HOPE VI Revitalization Grant, began the demolition of the buildings at Boulevard Homes in January 2011.

The Boulevard Homes Revitalization Plan centers on an innovative education campus that directly responds to the needs of the residents of Boulevard Homes, connects and builds on the existing neighborhood strengths of the West Boulevard Corridor, and addresses the physical distress of the former Boulevard Homes complex while serving as a catalyst for broader community change.

The planned Educational Campus incorporates a new model kindergarten through eighth grade school, a National Association for the Education of Young Children (NAEYC) accredited early childhood development center, and a cohesive, service-rich mixed-income community built to Leadership in Energy & Environmental Design (LEED) and Enterprise Green Communities standards, with direct linkages to the nearby Central Piedmont Community College (CPCC) Harris campus and the Southview Recreation Center. This unique Educational

Campus will create both a physical and social environment to enable residents and their children to thrive and succeed. Key partners in the redevelopment include: City of Charlotte, Mecklenburg County Park and Recreation, CPCC, Charlotte-Mecklenburg Schools (CMS), Thompson Child & Family Focus, Children's Home Society's Youth Homes Division, and City Dive, Inc.

New construction of the four-story, 110-unit senior building is slated to begin in the first quarter of 2012. The family component will consist of 222-units of rental housing. The residential buildings are proposed to include three story apartment buildings, two story direct access apartment buildings and two-story townhouses, configured in one- to three- bedroom units.

#### **Boulevard Relocation Update**

Now that the Boulevard families have been relocated, the Relocation Department has committed to maintaining contact with the families during the transition. Bi-Annual meetings will be held to ensure the families remain updated on construction activities and are taking advantage of the available supportive services. By the end of fiscal year 2013, the Relocation Team will begin preparing the original senior citizens to return to the revitalized community.

#### **With Every Heart Beat Is Life**

Since launching this initiative in March of 2010, CHA has graduated more than 113 residents from an 11-week class that teaches the importance of healthy foods and healthy lifestyles. The instructors, who are also course graduates and public housing residents, utilize a curriculum developed by HUD and the National Heart, Lung and Blood Institute. Participation in the program has resulted in some residents changing their lifestyles. In one CHA graduating class, 7 of the 14 students saw a "significant weight loss" of 10 pounds or more by reducing fried foods and eating healthier snacks.

In addition to nutrition, the program encourages residents to avoid lifestyle factors that can lead to strokes and cardio vascular disease, such as smoking and obesity. CHA links healthy lifestyle habits to being able to move forward in becoming self-sufficient and being able to obtain and maintain employment. In addition to a certificate, residents who complete the 11-week program with perfect attendance receive \$100.

#### **Capital Fund Recovery Competitive Grant (CFRC)**

In September of 2009, HUD awarded a \$6.2 million Capital Fund Recovery Competition (CFRC) Grant to CHA in Category 4 (Creation of an Energy Efficient, Green Community), Option 2: (Moderate Rehabilitation) for Charlottetown Terrace, a high rise apartment building for disabled adults. The CFRC award will be combined with \$5 million in CHA funds and \$1 million in funding from the City of Charlotte's Housing Trust Fund, for a total renovation of \$12.2 million.



During the past fiscal year, CHA procured JM Wilkerson Construction Co., Inc. and Sovereign Construction & Development, LLC (JMW/SOV) as the Construction Manager at Risk (CMAR) for Charlottetown Terrace. This construction management team is a Section 3 and MWBE Joint Venture. Per the CFRC grant agreement, on August 12, 2010, CHA formally obligated the \$6.2 million in CFRC funds. Physical relocation of the residents began on September 20, 2010 with construction subsequently commencing

on October 20, 2010. As of December 30, 2011 Charlottetown's renovations are complete.

The project includes a total energy efficiency retrofit of 161 efficiency and one-bedroom units, all currently rented to seniors and disabled adults living at or below 30% of the Average Median Income (AMI). According to CHA energy consultant, Matt Pesce, Facility Strategies Group, the total energy savings for the retrofit will be approximately 876,382 kWh/year and 1,034,775 gallons/year resulting in a 36.9% overall consumption improvement. CHA is pursuing LEED Silver certification for this energy retrofit.

The redevelopment will also provide a "service-rich" environment for the residents. Medical offices and other various offices for non-profit and government social service providers will be provided on site. Some amenities in the redevelopment include: a multi-purpose room, computer center, theater room, hair salon, fitness center, community room, lounge, and library.

### **Capital Fund Financing Program**

CHA plans to begin the redevelopment of the Strawn and Parktowne towers (both senior housing) in 2012. In December 2011, the Charlotte Housing Authority closed on a \$42 million dollar transaction that will be used to modernize the two existing apartment communities for the elderly. The renovations, totaling approximately \$20 million each, would include a new "service-enriched" environment to accommodate the needs of the residents. CHA has been awarded funding from the City of Charlotte's Energy Efficiency and Conservation and Block Grant (EECBG) Program (known locally as Power 2 Charlotte) and the Housing Trust Fund as well as tax credits and Bond Volume Cap from the North Carolina Housing Finance Agency (NCHFA).

Currently, Parktowne has 164 units (comprised of 130 studios, 33 one-bedroom units, and 1 two-bedroom unit). The proposed modernization will continue to have the same amount of units and unit mix. The first floor common areas will be completely renovated. These areas will include outdoor seating areas, offices, multi-purpose rooms, commercial kitchen and dining hall. Residential units will be completely renovated as well. This includes new energy-efficient HVAC, kitchen, bathroom, flooring, paint, Energy Star appliances and fixtures.

This community will be a LEED-certified affordable development. The goal of this project is to preserve the supply of low and moderate income housing through CHA's "Moving Forward" initiative in a "green" environment. This site is well-located in one of the most affluent residential and commercial areas of Charlotte known as "South Park". All essential amenities such as grocers, public transportation, pharmacy, urgent care clinic, schools, parks and other retail shopping are located within one mile (walking distance) of the site.

Strawn Apartments currently has 318 units, of which 196 (comprised of 138 studios and 58 one-bedroom units) are located in the high-rise building referred to as Strawn Tower and 122 are located in low-rise "cottage" buildings. The Authority will retain ownership of the low-rise buildings as conventional public housing. The proposed modernization will have a total of 170 units (comprised of 120 studios and 50 one-bedroom units), resulting in a reduction of 26 ACC units. The second floor will be converted to amenity areas, supportive service areas and offices. The first floor will include



outdoor seating areas, offices, multi-purpose rooms, commercial kitchen and dining hall. The second floor will include additional office space and multi-purpose rooms. Residential units, located on Floors 3 through 12, will be completely renovated. This includes: new energy-efficient HVAC, kitchen, bathroom, flooring, paint, Energy Star appliances and fixtures.

The Strawn Tower community is located just south of Uptown Charlotte in the historic Dilworth neighborhood. This community will also be a LEED-certified affordable development. The goal of this project is to preserve the supply of low and moderate income housing through the Authority's "Moving Forward" initiative in a "green" environment. Strawn Tower is located on CHA's corporate campus on South Boulevard. This site is well-located in a residential area near a major commercial corridor. All essential amenities such as grocers, public transportation, pharmacy, urgent care clinic, schools, parks and other retail shopping are located within one mile (walking distance) of the site.

## ii. General Housing Authority Operating Information

### A. Housing Stock Information

This section addresses the Charlotte Housing Authority's housing stock information for FY 2012-2013. Information regarding the number of public housing units, housing choice vouchers (Section 8 tenant-based assistance program), as well as the leasing information and waiting lists are provided per Attachment B of the Amended and Restated Moving To Work Agreement. It is important to note that in some instances, the information provided is anticipated or proposed and may be subject to change during the Plan year. Actual information is provided in the Annual Report at the conclusion of the fiscal year.

#### Public Housing Units

(Available for Lease April 1, 2012)

	0BR	1BR	2BR	3BR	4BR	5BR	Total
<b>Total Mixed-Income Developments</b>	63	365	399	260	27	1	1,115
<b>Total Public Housing Developments</b>	458	371	447	396	114	8	1794
<i>Total Housing Units Available January 1, 2012 (98.78% occupancy rate)</i>	771	819	846	656	141	9	3242
<b>Total PH Units Available for Lease April 1, 2012</b>	521	736	846	656	141	9	2909
<b>Additions</b>							
<b>April 2012 - March 2013 (Boulevard Senior)</b>		70					70
<i>*Under a HUD approved modernization Strawn Tower and Parktowne units will not be available April 1, 2012, however, they will be in use prior to the end of the fiscal year, March 31, 2013.</i>	250	83					333
<b>Total PH Units Planned at FYE 2013</b>	771	889	846	656	141	9	3,312

**Description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year):** CHA's total budgeted expenditures for 2012 - 2013 Planned Capital Projects are \$1,966,325. The only development that will exceed 30% of this total is Edwin Towers. CHA plans to complete exterior painting, painting of common areas and windows. The estimated cost is \$700,000.

#### Public Housing Units Planned to be Added During the Year (added by March 31, 2013)

Property	Type	Accessible Features	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total PH units added
<b>Boulevard Seniors</b>	<i>Senior</i>	50% of the units will be accessible/50% adaptable. 12 units will be designated for the mobility impaired handicapped	<b>110</b>		70					<b>70</b>

#### Public Housing Units Planned to be Removed

Property	Type	Justification	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total
<b>Strawn Tower</b>	<i>Senior</i>	Renovation	<b>196</b>	10	15	1				<b>26</b>

Housing Choice Vouchers		
<b>Number of MTW HCV authorized</b>	On Jan 1, 2012 CHA had 4,842(95.52% utilization): Base 4,329	4,468
<b>Number of non-MTW HCV authorized</b>	HCV 1 FUP 200 VASH 135 Boulevard Relocation (MTW) 177	335= 135 Veterans Affairs Supportive Housing (VASH) and 200 Family Unification Program (FUP)
		38 Port Out

Property	Type	Total Units in Developments	HCV Units to be Project-Based During FY13					Total
			1BR	2BR	3BR	4BR	5BR	
940 Brevard	Senior/Mixed Affordable	100	60					60
Ashley Square at SouthPark	Family/Mixed Affordable	176	4	10				14
McAden Park (Seigle 60)	Family/Mixed Affordable	60	3	18	9			30
Mill Pond	Family/Mixed Affordable	168		23	28			51
Prosperity Creek	Family/Mixed Affordable	168	72	12				84
Seigle Point Apartment Homes	Family/Mixed Affordable	204	3	13	2			18
Springcroft @ Ashley Park / Live Oak Seniors	Seniors/Mixed Affordable	50	18					18
YWCA Families Together		10			7	3		10
Cherry Gardens	Seniors/Mixed Affordable	42	11					11
McCreesh Place	Supportive	91	24					24
Woodlawn House	Senior	104	34	18				52
Moore Place	Supportive	85	51					51
Steele Creek Seniors	Senior	120	42	18				60
Everett House			10					10
<b>Total Project-Based HCV Units planned for FY13</b>			<b>332</b>	<b>112</b>	<b>46</b>	<b>3</b>	<b>0</b>	<b>493</b>

## B. Leasing Information

<b><i>Leasing Information, Planned – this information is estimated and may be subject to change during the Plan year.</i></b>	
<b>Anticipated total number of MTW PH units leased in Plan year</b>	3,332
<b>Anticipate total number of non-MTW PH units leased in Plan year</b>	CHA does not have any non-MTW PH units.
<b>Anticipated total number of MTW HCV units leased in Plan year</b>	4,173 (does not include the PBV commitments)
<b>Anticipated total number of non-MTW HCV units leased in Plan year</b>	173 (includes port outs)
<b>Description of any anticipated issues relating to any potential difficulties in leasing units (HCV or PH)</b>	There are no problems anticipated for leasing public housing units in FY13. CHA anticipates no problems leasing Housing Choice vouchers.
<b>Number of project-based vouchers in use at the start of the Plan year.</b>	There will be 493 project-based vouchers in use at the start of the Plan year, however 495 vouchers have been allocated for PBVs but two units are being operated as market rate at the beginning of the plan year

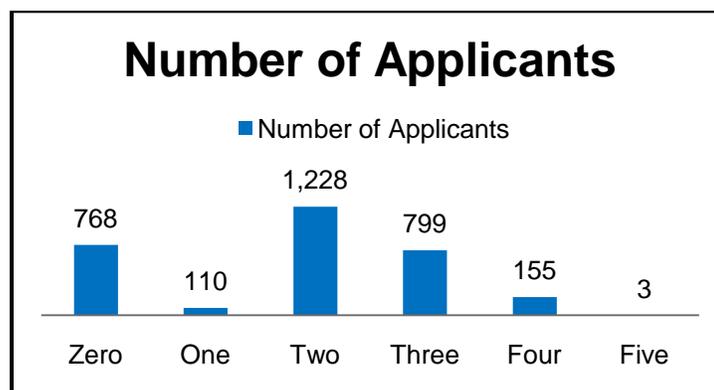
## C. Waiting list information

**Description of anticipated changes in waiting lists (site based, community-wide, HCV, merged).**

There are no changes anticipated in the site-based waiting lists for public housing, nor the HCV waiting list.

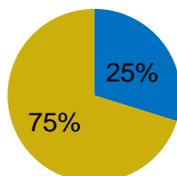
**Description of anticipated changes in the number of families on the waiting list (s) and/or opening and closing of the waiting list (s).**

The public housing program currently has open waiting lists for several properties. The waiting lists are opened and closed (by site or bedroom) depending on the length of the list as a result of the quarterly reviews. Waiting lists are reviewed quarterly by site and bedroom. As of January 11, 2012, there were 3,063 applicants on the waiting lists. The greatest need in public housing is for 2 bedroom family units. There are no anticipated changes in the waiting lists. The agency made some changes in preferences earlier this year which changed the waiting list slightly. A purge was conducted September 2011.

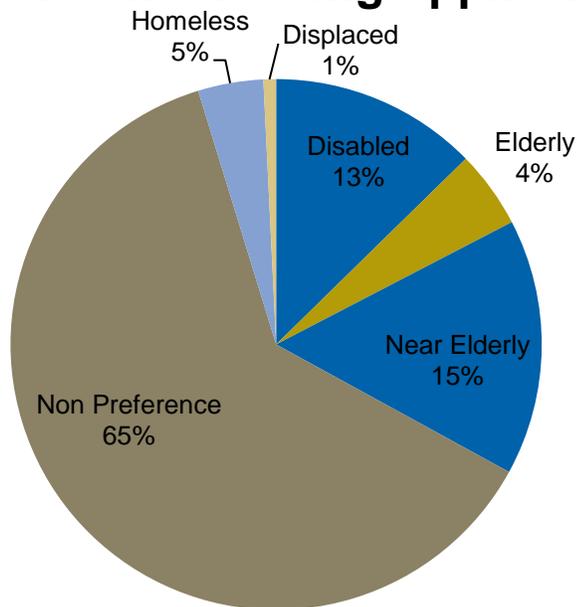


## Public Housing Wait List Statistical Data

■ Single ■ Family



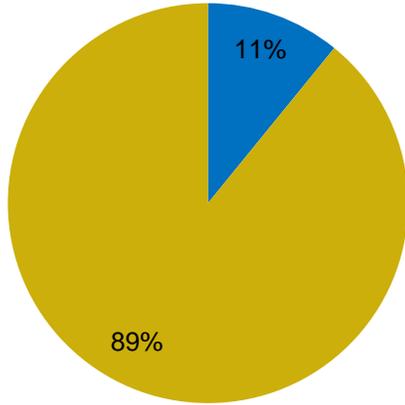
## Public Housing Applicant Type



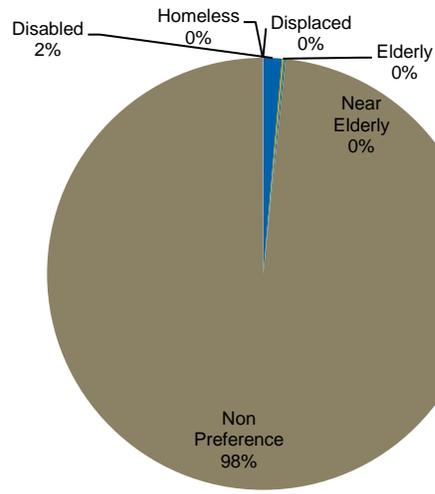
The Housing Choice Voucher Program does not anticipate any change in the number of families on the waiting list due to Project-Based Voucher commitments. The list will remain closed. The waiting list will be purged before the FY12 year end which will result in a decrease in the number of families on the waiting list. As of January 11, 2012, there were 1,944 applicants on the waiting list. The Section 8 Program does not report by bedroom size.

### Section 8 Waiting List Statistical Data

■ Single ■ Family



### Section 8 Applicant Type



## ii. Non-MTW Related Housing Authority Information (optional)

### A. List planned sources and uses of other HUD or Federal Funds (excluding HOPE VI)

### B. Description of non-MTW activities proposed by the Agency.

#### New Administrative Office

CHA has purchased an existing office building located at 400 East Boulevard to house its administrative offices which are currently in four separate office buildings in the City. Having all the offices in one location is a key component in providing excellent service to all CHA customers. This new office will better serve those who rely solely on public transportation, which has been identified as the greatest barrier to success for low- and very low-income residents. The organization started the design development process for the rehab in early 2011 with actual rehab slated to start in 2012.

#### MWBE & Section 3 Participation

CHA is committed to helping the residents of its communities move towards self-sufficiency by providing opportunities for training and employment. CHA provides employment opportunities by encouraging its many contractors to hire qualified residents of CHA communities, connecting residents to job training and placement activities, and providing program coordination that facilitates economic opportunities to residents.

Section 3 is a provision of the Housing and Urban Development (HUD) Act of 1968 that helps foster local economic development, neighborhood economic improvement, and individual self-sufficiency. CHA fully embraces the spirit and intent of its obligations as defined under Section 3 of this law. The Section 3 program requires that recipients of certain HUD contracts provide job training, employment, and contracting opportunities for low- or very low-income residents in connection with projects and activities in their neighborhood.

CHA has certified over 125 Section 3 business concerns in the Mecklenburg County area. These businesses represent a variety of categories, including professional services and trades. More than 50 Section 3 business concerns have received CHA contracts or subcontracting opportunities totaling more than \$7,100,000 and that number continues to grow.

During January 2011 through December 2011, CHA's contractors have reported 202 new hires with 129 as Section 3 residents, a 64% hire rate for Section 3, far exceeding the goal of 30%.

CHA continues to implement the requirement of contractors on substantial renovation and new construction projects to provide paid internships to eligible public housing residents. The successful candidates have the opportunity to gain experience from the beginning of a project, including the design phase, through the completion of the construction project. Efforts are continuously being made to notify residents about upcoming projects that may provide opportunities to help them toward self-sufficiency.

## **CHA Programs Receive \$1,207,151 in Grant Funding in FY12**

As of September 15, 2011, CHA has received six grants totaling \$1,207,151.

### **1. Family Unification Vouchers (HUD/FUP) \$682,764**

Working with staff from the Mecklenburg County Department of Social Services, CHA submitted a winning application in a competitive solicitation to receive 100 Family Unification Program (FUP) Housing Choice Vouchers. These vouchers will be awarded to families for whom affordable housing is the primary obstacles to regaining or maintaining custody of their children, or to teens who have aged out of foster care and need affordable housing. Mecklenburg County DSS social workers will be providing ongoing case management to make sure voucher recipients and their families are stable in their new homes.

### **2. Bank of America \$25,000**

The Bank awarded CHA another \$25,000 grant, bringing to \$50,000 the amount received to support the operation of the Center for Employment Services (CES). CES, located in the Arbor Glen apartment community on Charlotte's West Side, provides employment-related services to public housing residents and voucher participants, as well as to un- and under-employed adults in Charlotte. CES partners include Jacob's Ladder, City Dive, the Workforce Development Board and The Benefit Bank.

### **3. Mecklenburg Ministries \$915**

CHA prepared and submitted a grant to Mecklenburg Ministries to fund a one-day employment fair at the CES. Jacob's Ladder was the fiscal agent for this grant.

### **4. and 5. Public Housing Family Self-Sufficiency \$130,000**

Due to a change in funding cycles, HUD awarded by the FY11 and the FY12 PH FSS ROSS grants in the same CHA fiscal year. This annual \$65,000 grant is used to hire a case manager who is providing self-sufficiency services to public housing residents.

### **6. VASH Vouchers \$368,472**

CHA has been awarded 50 additional VASH vouchers, bringing our total to 135. We are proud to have the opportunity to offer affordable housing to some of our nation's veterans partnering with the Veteran's Administration who provides supportive services.

As of this writing, CHA also has an additional four proposals pending award decision for a total of \$2,736,156.

## **Resident Opportunities and Self-Sufficiency (ROSS) Grants**

### **ROSS Elderly/Disabled Accomplishments April 2011- August 2011**

The program's objective is to help the elderly and disabled population continue to increase their quality of life, while continuing to live independently, without having to move to more expensive assisted care environments. The ROSS Elderly/Disabled Program Coordinator is responsible for coordinating transportation to community-wide events, scheduling activities/programming that occur on/off-site, and providing educational and training opportunities in the areas of health/wellness, social and life skills development, and job/vocational training. Referrals are made to the Service Coordinator to address the critical needs of this population.

Accomplishments:

- Outreach to the elderly and disabled was conducted 1,006 times.
- Transportation was provided 638 times.
- Health and wellness programs were provided to 78 residents.
- Education workshops (hospice, living will, will) were provided to 27 residents.
- Activities of daily living (Mecklenburg County Senior Center activities: jazzercise, walking classes, and arts/crafts); and exercise classes sponsored by Arthritis Services at Wilmore Center (support groups, special events, and on-site programming) had a total of 369 participants.
- Computer classes were attended by 12 individuals.

In FY13 the ROSS Service Coordinators anticipate providing:

- Supportive/referral services (congregational meals, health/wellness programming, educational information, etc.) to 175 (85%) elderly/disabled customers.
- Partnerships/collaborations developed to support the needs of four (4) elderly/disabled customers

**Choice Neighborhood Planning Grant**

As of this writing, CHA is planning to submit an FY12 application for a Choice Neighborhoods Planning Grant for a Charlotte neighborhood. Over the next few months CHA staff will be reaching out to the various stakeholders to see if their assessment on the need for revitalization in various areas agrees with CHA's assessment. These stakeholders include neighborhood residents, area businesses and property owners, as well as key community partners, such as the City of Charlotte, the Charlotte-Mecklenburg School System, the Charlotte Area Transit System (CATS) and Mecklenburg County Park and Recreation.

#### iv. Long-Term MTW Plan

The Long-Term MTW plan consists of strategies which are designed to help address the unmet affordable housing need in Charlotte by leveraging supportive services to move families to self-reliance, building mixed-income communities that de-concentrate poverty, and expanding CHA's jurisdiction for development. CHA offers a high quality, partnership-driven, and sustainable continuum of supportive services that addresses and removes the barriers to self-reliance, so that all residents will achieve a high quality of living by advancing towards self-reliance.



As it pertains to real estate development, CHA plans to:

- Continue a dual development strategy as independent/direct developer and joint venture partner to pursue projects that could become joint ventures;
- Increase the agency's role as a lender and provider of rental subsidies in developments, particularly supportive housing and special needs developments;
- Continue partnerships that would support the education model in the development of family communities; and
- Work to improve communications at all levels that would alleviate hindrances to day to day project implementation.

In FY11, CHA accomplished the long term plan to integrate Real Estate Development, Capital Assets, and Relocation departments to improve efficiencies that would strengthen CHA's capacity to better manage and develop more units.

CHA recognizes that some of the agency's efforts will have to be considered within the framework of the regulatory environment of the local, state, and federal governments, in addition to the collective community conscience regarding affordable housing and the private sector market forces that most directly impact affordable housing. The outline the agency plans to follow over the next few years includes:

- *Defining and Understanding the Need for Affordable Housing*  
In order to identify and quantify the unmet housing need in Charlotte, CHA, in partnership with its Affordable Housing Study partners, engaged the University of North Carolina at Charlotte (UNCC) to conduct an affordable housing inventory assessment. A copy of the study, which was released in September 2010, can be accessed at <http://www.cha-nc.org/documents/ComprehensiveAffordableHousingMarketStudyReportSept.pdf>.  
The primary purpose of the study was to create an in-depth and comprehensive database that quantifies and qualifies the unmet affordable housing demand in Mecklenburg County, NC. UNCC used the data to formulate projections, identify trends, evaluate existing barriers to housing for these families, and individuals and recommended possible strategies to meet the unmet affordable housing need inclusive of supportive services. The rental housing unit count documented an unmet need of 30,085 rental units which includes 4,477 homeless people. Staff will continue to use this study for in-house analysis of affordable housing gaps.

- Addressing Public/Private Marketplace Factors

CHA is expanding its role in transitional and supportive housing by providing more units and rental subsidies in the Charlotte community. Some of the issues the agency is addressing are:

- Use of funds for non-CHA working households – The agency would like to serve families 80% and below the Area Median Income, but may receive resistance from those that feel the agency should focus opportunities on families 30% and below, although the 30% and below are strongly emphasized.
- Serving the agency waiting lists - While every effort is made to cross reference lists to see if there are duplicate families being served, depending on the population the transitional or supportive housing provider is targeting, it may be a challenge to effectively decrease the waiting lists while making units and subsidies available in the community.
- Syncing the rules/guidelines of supportive housing service providers with the rules/guidelines established by HUD.
- High expectations from the Charlotte community for CHA to solve the problem.
- Conforming to the Housing Locational Policy to locate developments in stable neighborhoods while addressing the resistance from those neighborhoods.

- Determining the Appropriate Structure, Mission, and Coordination

The Charlotte Housing Authority's Board of Commissioners and CEO have discussed changing the structure of the agency by becoming a redevelopment commission and expanding its Section 9 (public housing) jurisdiction countywide. Restructuring or reconstituting CHA has several benefits:

1. Expanding the jurisdiction of CHA could increase Section 9 (housing units that receive an operating subsidy authorized by Section 9 of the United States Housing Act of 1937) capacity by as much as 50%. Presently CHA has limited Section 9 capacity left, as well as a limited footprint to operate additional Section 9 units. If left as it currently stands, this will result in a small impact on meeting the affordable housing needs.
2. Expanding the agency's ability to engage in non-residential real estate activity for the purpose of benefiting CHA's mission.
3. Increasing the financial resources available to the agency.

- Advancing Suitable Regulatory Reform

CHA staff assisted in the enhancement of the local regulatory environment in regards to the City of Charlotte's revised Housing Locational Policy, Housing Trust Fund, and inclusionary zoning in order to reduce the difficulty housing service providers face in developing more affordable housing units.

- Mobilizing Adequate Resources

CHA's senior management is working with NC congressional delegates and advocacy groups to develop a different source of capital for the national housing trust fund, as well as pursue local foundations and private sector donors to create foundations for affordable housing, education, and supportive transitional housing for homeless families with school aged children.

- *Executing Communication/Advocacy Strategies*

CHA has formulated a Collaborative Partnership and an Advisory Council to serve as advocates for affordable housing. The Collaborative Partnership was developed to assist CHA in formulating solutions that address both the development of affordable housing units and the provision of supportive services many families need to be able to maintain their housing. The Collaborative Partnership was instrumental in the development of the supportive service contracts with the service providers CHA uses for the Moving Forward Supportive Services Program. The Advisory Council was formed to help promote local legislative changes and gain political support for the new business plan. Both groups will assist in communicating the overall strategy to make MTW the community's initiative, not just a CHA initiative.

In summary, the Charlotte Housing Authority does not foresee the need for affordable housing decreasing. Therefore, the planning steps to success require collaboration, innovation, and establishing links to key community issues. These make up the building blocks of the agency's recommendations on how CHA should move forward to increase the number of affordable housing opportunities and drastically change the scope of the Housing Authority.

**v. Proposed MTW Activities**

CHA does not have any proposed initiatives at this time.

## vi. Ongoing MTW Activities

### Local, Non-Traditional Initiatives

#### **Initiative 1**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

Acquire the General Partnership interest in the Little Rock Apartments - This activity was approved in March 2010, but was made as a first amendment to the FY11 plan.

#### **Provide an update on the status of the activity**

In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), has acquired the general partnership interest in Little Rock Apartments, a 240 unit Section 8 multi-family project. Horizon's control of Little Rock Apartments is vital to the success of the redevelopment of Boulevard Homes, CHA's adjacent, 300 unit, public housing development. By controlling Little Rock, CHA endeavors to receive approval to provide services and opportunities to Little Rock's residents through its Moving Forward program, including self-sufficiency and employment services.

Little Rock Apartments currently has a HUD issued Multi-family Project-Based Section 8 Housing Assistance Payment contract in place, which provides assistance to 240 families living at the property. Now that the general partnership interest for Little Rock has been acquired, CHA will obtain income levels for all households to form a baseline. The benchmark will be a 2.5% increase in average income (average of non-elderly and non-disabled families). The baseline for average rent paid is \$75/unit. A second benchmark is a 10% increase in average rent paid. Lastly, as of March 2010, 112 households were paying \$0 rent in the apartment community. The benchmark will be a 5% decrease in the number of households paying \$0 rent. These benchmark targets will be measured 3 years and 5 years from acquisition.

#### **For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

CHA uses Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute. No changes, modifications or additions are anticipated.

#### **Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

#### **Initiative 2**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

Construction of the Lofts at Seigle Point - This activity was approved in March 2010, but made as a first amendment to the FY11 plan.

#### **Provide an update on the status of the activity.**

The Lofts at Seigle Point is proposed to be the final on-site component of the Seigle Point HOPE VI redevelopment of the former Piedmont Courts. The development is proposed to be part of a

broader mixed-income community. The project will include 190 units of which 80% will be for lease to individuals at 80% Area Median Income (AMI) and below and 20% will be affordable to those earning less than 30% AMI subsidized by CHA Project-Based Section 8 or Housing Choice Vouchers. The overall Seigle Point community has a 10,000 square foot community building, 204 tax credit apartments, 31 market rate townhomes, and an amenity area with a playground, tennis & basketball courts, greenway, and shelter area. Adding the 190 units in this location, very near Charlotte's central business district, will provide added choice for those needing affordable housing. This environment will be an ideal situation for these residents to excel in CHA's Moving Forward program.

*Implementation Delay:*

The implementation has not begun because the closing was delayed. CHA is waiting to close on financing through the use of the HUD 221(d)(4) loan program.

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

CHA uses Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute. No changes, modifications or additions are anticipated.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

***Initiative 3***

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented.**

Charlotte Local Rental Subsidy Program – This activity was approved in FY11 as a second amendment to the plan.

**Provide an update on the status of the activity.**

CHA staff has developed a local Community Based Rental Assistance Program (CBRA) in partnership with Charlotte Family Housing (CFH), formerly the local Workforce Initiative for Supportive Housing (W.I.S.H.). The local rental subsidy program will provide a housing subsidy of up to \$500 per month to 50 homeless families receiving intensive supportive services (10 to 15 families that need employment and 35 to 40 for working households). Working households are expected to complete the self-sufficiency program within three (3) years with a one (1) year extension and non-working families are given a four (4) year program requirement with a one (1) year extension.

This is a 50 unit pilot program with similar requirements and processes as Charlotte Family Housing's current housing program. The program's criteria are required for each respective group; however, if those referred families are on CHA's waiting list, they will have preference. CFH has established operating procedures, landlord relationships, administrative staff, and the ability to deliver wrap-around services. The partnership will enable delivery of supportive services at no cost to CHA.

The families will either be working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). The program will target families who are situationally or transitionally homeless. The program may also provide for the use of the subsidy to prevent homelessness by providing assistance to families ready for transition from local shelters. It is a collaborative effort that joins local agencies which are already providing services to this community with funds from the faith community, the corporate community, and the public sector. CFH uses “the ability to pay” method which bases the tenants rental portion on net income and actual expenses. CHA pays a subsidy of up to \$500 to help pay the remaining rental amount. The goal is to help families achieve self-sufficiency within three (3) to five (5) years by providing comprehensive family development via social work, intensive case management, and access to services while the family is permanently housed in a stable apartment community.

CHA has leased up eight (8) families as of January 12, 2012, with a target of 25 for FY12. CHA has a benchmark of 50 units total for FY13. CHA has set aside 50 tenant based vouchers for this pilot program. The agency would like to note that the Charlotte Housing Authority Board of Commissioners approves all commitments for Community Based Rental Assistance on a case-by-case basis.

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

CHA uses Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute. CHA is adding D. 1. E. The agency is authorized to determine the percentage of housing voucher assistance that it is permitted to project-base, and criteria for expending funds for physical improvements on those units that differs from the percentage and criteria requirements as currently mandated in the 1937 Act and its implementing regulations.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

***Initiative 4***

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented.**

CHA received approval through the MTW broader use of funds to Provide Gap Financing to Construct Units at McCreesh Place in the last month of FY10. The agency amended the FY11 annual plan to include the activity, and implemented the activity in that year.

**Provide an update on the status of the activity.**

In FY11, CHA used MTW funds to provide gap financing to construct units at McCreesh Place and fund public housing rental subsidies. McCreesh Place provides permanent housing for homeless men with disabilities. It is owned and managed by St. Peter’s Homes, Inc. Broader use of funds authority was needed to: (1) build Project-Based Section 8 units; (2) upgrade existing units; and, (3) structure Section 9 subsidies in such a way that they do not conflict with the operating requirements associated with the supportive housing program subsidies currently being funded to the project. CHA utilized an additional waiver given in FY11 to allow supportive housing providers with public housing assistance to waive the lease term

requirement in public housing, to waive the annual lease requirement, and to allow for month-to-month leases. CHA also provided waivers/modifications for eligibility criteria, grievance and hardship, and are considering waiving the public housing lease addendum and housekeeping policy.

The proposed benchmark was for the minor rehabilitation of 63 Section 9 units and the construction of 26 Project-Based Section 8 units. Construction was completed in November 2011 and the lease up began immediately after the Certificate of Occupancy was issued.



**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

CHA uses Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute and; 2) Attachment C:B.2. and 4 and C.2., 9., and 10. No changes, modifications or additions are anticipated.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

### Unit Production Initiatives

#### **Initiative 1**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

CHA was approved to Implement the Site-Based Waiting Lists for Public Housing and Project-Based Section 8 units in FY09. The activity began in the same year.

**Provide an update on the status of the activity.**

CHA continues to manage the waiting lists for public housing and Project-Based Section 8 units at the site level. In FY12, there were 45 offers made for housing at CHA managed properties. A total of 35 persons (78%) accepted the first offer, while 7 accepted the second offer and 3 accepted the third offer. In addition, during the current fiscal year, CHA provided 20 move-ins for families in the City Relocation Program who were in houses deemed inhabitable and granted an internal transfer. These families are not able to choose like those on the waiting list.

Site-based waiting lists decrease the percentage of offers rejected by allowing applicants to apply at the site of their choice, rather than accept first available on a centralized waiting list. The waiting list moves faster when persons accept the first offer; however, site-based waiting lists have resulted in a greater work burden for the property managers.

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

CHA uses Attachment C: C and D: 4.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

**Initiative 2**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

CHA received approval to implement *Increasing the Acquisition/Rehabilitation of Existing Multi-Family Properties*, in the 2008 – 2009 MTW Annual Plan. Implementation began in the same fiscal year. The activity allowed CHA to achieve cost effectiveness and increase housing choices by acquiring and rehabbing existing multi-family properties rather than construct new properties.

**Provide an update on the status of the activity.**

The recent economic downturn allowed CHA to increase unit production in higher income areas of Charlotte in a shorter period of time and at a lower cost than building new units. CHA’s goal is to add 100 units per year at an average cost of \$120,000 or less per unit. In FY09, CHA acquired 110 units with an average cost of \$59,863 per unit. In FY10, CHA acquired 511 units using MTW flexibility at an average cost of \$63,758 per unit. It is noted that 168 of these units did not require rehabilitation. In 2011 CHA acquired 55 units, which did not require rehabilitation, at \$79,165. In the current fiscal year, 240 units were acquired at \$49,753 per unit.

Due to the slowing of acquisitions because of funding, CHA is reconsidering its benchmark of 100 units per year; however, the agency continues to look at other opportunities.

Fiscal Year	Property	Units	Cost per unit
2009	Fairmarket Square	60	\$48,667
	Seneca Woods	50	\$71,059
2010	Hampton Creste	239	\$43,389
	Woodlawn House	104	\$80,384
	Mill Pond	168	\$67,500
2011	McMullen Wood	55	\$79,165
2012	Little Rock	240	\$49,753

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

CHA used Attachment D: Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute; and Attachment C: B. 1. B. There are no modifications to the waivers.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

### **Initiative 3**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

The Charlotte Housing Authority was approved to implement *Land Acquisition for Future Affordable Housing* in FY09. The activity was implemented in the same fiscal year.

**Provide an update on the status of the activity.**

The purpose of the activity is to secure as many good locations as possible along the new transit corridors and light rail as well as in rapidly developing areas of Charlotte to expand housing choices. MTW flexibility enables CHA to option and purchase land (or sites appropriate for demolition and/or rehab) without funding development plans in place which could result in the loss of key opportunities. CHA will certify that it has met the HUD Site Selection Standards.

The benchmark was to acquire one (1) site every two (2) years which would provide a development opportunity of a minimum of 50 units. CHA has been fortunate enough to exceed the benchmark with an acquisition each year since approval. In FY09, CHA acquired a multi-family site that will accommodate 99 units. The site was 10 acres at \$90,000 per acre. In FY10, CHA acquired land to develop 120 units of senior housing. The cost for the land averaged \$8,810 per unit. In FY11, CHA purchased a property located adjacent to Savanna Woods, a CHA owned development. MTW funds were used to purchase the property and the short term strategy is to “land bank” the property to enhance the planned phase II development of Savanna Woods.

<b>Fiscal Year</b>	<b>Property</b>	<b>Proposed Units</b>	<b>Cost</b>
<b>2009</b>	Krefeld Drive	99	\$90,000 per acre
<b>2010</b>	Steele Creek Seniors	120	\$8,810 per unit
<b>2011</b>	Park and Marsh	TBD	\$675,675 per acre

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

There is no change to the authorization used: Attachment C: C. 13.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

### **Initiative 4**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

CHA was approved to implement an activity to *Utilize Public Housing Units to Serve Homeless Families* at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2<sup>nd</sup> amendment to the FY11 annual plan. The agency began implementation in FY11.

**Provide an update on the status of the activity.**

The apartments are owned by CHA’s non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity

has been branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Creste. The Salvation Army (TSA) is responsible for providing the supportive services.

SHIP is an innovative collaborative-based approach to restore hope, maintain dignity, promote self-reliance, and foster sustainable independence among families that are homeless within Mecklenburg County. The families are provided independent living in the Hampton Creste community along with intensive home-based case management and evidence-based programs and services that address severe emotional, social, developmental, educational, and employment challenges that homeless families may face entering permanent housing. The SHIP partnership includes various private, public, and faith based agencies throughout the Charlotte-Mecklenburg area. It is anticipated that this will serve as a model for supportive housing to be replicated throughout the City and County.

The partnership is considering expanding the three (3) year term limit to five (5) years or transitioning the families to FSS sites at the end of year three (3). There will be 60 ACC units operating as part of the community partnership to serve homeless families, 40 units will be restricted to families making 40% area median income and the remaining 113 units will be restricted to families making 80% area median income.

Program updates include:

- A Certificate for Substantial Completion was issued for Hampton Creste in September 2011. At that time, the construction was 100% complete.
- The SHIP program at Hampton Creste currently has fifty-one residents with eighty-seven children who reside on site.
- Within the current families, 23% are enrolled in job or education training. There are 42% employed (full and part time).
- There was one positive exit/move out which was a voluntary exit after being successful in obtaining full custody of her daughter. The family has relocated to Reading, Pennsylvania to be closer to natural supports.
- There were eight graduates of the “Getting Ahead Program”.
- There were three graduates from CPCC Pathway to Employment Program.
- One graduate of the Cascade Intensive Outpatient Program enrolled into the Goodwill Job Readiness Program.

<i>Supportive Housing Innovative Partnership (SHIP) at Hampton Creste Anticipated Outcomes</i>				
	<i>Metric</i>	<i>Baseline</i>	<i>3 Year Benchmark</i>	<i>Actual as of 01/11/12</i>
<b>1. Increased Supportive Housing Units w/Self-Sufficiency Component</b>				
	<i>Number of supportive housing units</i>	<i>0</i>	<i>60</i>	<i>51</i>
<b>2. Residential Stability</b>				
	<i>Number of residents who move to housing with less support</i>	<i>0</i>	<i>70% (42 of first 60 families)</i>	<i>6</i>
	<i>Number of families who do not return to homelessness</i>	<i>0</i>	<i>95% (57 of first 60 families)</i>	<i>49</i>

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

There are no changes for the authorizations used for this activity: Attachment C., C.1, C.2., C.9 (b), C.11 and Section E.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

**Initiative 5**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

In FY09, CHA was approved to Develop an Affordable Housing Program with Charlotte-Mecklenburg Schools (CMS).

**Provide an update on the status of the activity.**

This initiative was designed to produce mixed-income affordable housing units at school sites. Due to budget cuts within CMS, this activity has not been implemented. CHA initiated the activity because it is an innovative partnership.

In FY09, CHA met its goal to identify one site that will be feasible for CHA/CMS development. No new benchmarks have been set since that year because CMS cannot make financial commitments to affordable housing based on the current economic conditions.

Fiscal Year	Property or Location
2009	Boulevard Homes HOPE VI

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

There has been no change to the authorization waiver Attachment C: B.1.b.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

**Project-Based Section 8 Initiatives**

**Initiative 1**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

In FY09, CHA was approved to implement Housing for Persons with Disabilities, Special Needs, and Homeless. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden. The activity was implemented in FY09.

**Provide an update on the status of the activity.**

In the FY11 annual plan, CHA received approval to allow supportive housing providers with public housing assistance to waive the lease term requirement in public housing. Most supportive housing programs operate on a month to month lease, so requiring them to modify their program to require 1 year leases is significant, especially when it comes to non-compliance and participant termination. Eliminating a major conflict between the public housing program and best practices followed by supportive housing providers was critical in establishing more supportive housing partnerships.

The activity has impacted Charlotte’s supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte’s continuum of care. Without CHA’s fund leveraging or resource commitment, projects would be delayed or not occur. Since implementation, CHA has been able to assist in creating 10 units for the homeless and special needs persons and an additional 137 units are in development.

At the time of initial approval, the goal was to increase housing choices by committing up to 300 units through financing, new construction, or rehabilitation by 2012. Since then, the CHA’s Board of Commissioners voted to approve issuance of Project-Based Section 8 vouchers on a deal by deal basis. Therefore, CHA has had to revise the benchmark. Instead there will not be an annual target, but CHA will continue to seek opportunities to leverage funding and resources with supportive services to provide units for the disabled, special needs, and homeless.

Year Completed	Project	Type	Number of PBS8 Units	Number of ACC Units	Total Assisted Units in Development
FY09	YWCA Families Together	Homeless	10		10
FY12	McCreesh II	Homeless	26	63	89
FY12	Charlotte Local Rental Subsidy Program	Homeless	50		50
FY12	Moore Place	Homeless	51	34	85
FY13	Everett House	Disabled	10		10
<b>Total</b>			<b>147</b>	<b>97</b>	<b>244</b>

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations**

The authorizations used are Attachment C: B. 2. and 4 and C.2., 9., and 10. CHA is adding D. 1. E. The agency is authorized to determine the percentage of housing voucher assistance that it is permitted to project-base, and criteria for expending funds for physical improvements on those units that differs from the percentage and criteria requirements as currently mandated in the 1937 Act and its implementing regulations.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

**Initiative 2**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

In FY09, CHA was approved to implement a Community Based Rental Assistance (CBRA) Program. The activity was implemented in the same year.

**Provide an update on the current status of the activity.**

The activity was initiated to simplify the selection process in order to maximize the number of quality Project-Based Section 8 units throughout Charlotte. CHA adopted a CBRA process in accordance with this MTW initiative. The goal of this initiative is to place as many CBRA units as possible in the following areas:

- “Stable” communities, as defined by the City of Charlotte’s Quality of Life Study
- Neighborhoods with an active revitalization plan
- Neighborhoods along Charlotte’s new transportation corridors, including light rail

The initial baseline was set at 228, with a benchmark of 200. This included pre-MTW CBRA units and units in development. Since that time, CHA has reestablished the baseline at units ready for occupancy pre-MTW. The new baseline is 114, with no annual benchmark because the CHA Board of Commissioners voted to approve CBRA projects on a case by case basis. The activity is considered effective because CHA has been able to place families in neighborhoods with higher economic health, retail, service, and commercial nodes. The following units have been approved and are in development:

Year Completed	Development	Number of Units	Neighborhood Category
Pre-MTW	Prosperity Creek	84	Stable
	McAden Park	30	Stable
<b>Total Pre MTW</b>		<b>114</b>	
FY09	940 Brevard	60	Transitioning
FY09	Springcroft @ Ashley Park / Live Oak Seniors	18	Stable
FY09	Seigle Point	18	Stable
FY09	YWCA Families Together	10	Stable
<b>Total FY09</b>		<b>106</b>	
FY10	Ashley Square at Southpark	14	Stable
FY10	Mill Pond	51	Stable
FY10	Cherry Gardens Senior	11	Stable
<b>Total FY10</b>		<b>76</b>	
FY12	McCreesh Place II	26	Stable
FY12	Charlotte Local Rental Subsidy	50	Scattered sites
FY12	Steele Creek Seniors	60	Stable
FY12	Moore Place	51	Challenged
<b>Total Anticipated FY12</b>		<b>187</b>	
FY13	Boulevard Family (HOPE VI)	23	Challenged
FY13	Boulevard Seniors (HOPE VI)	20	Challenged
FY13	Everett House	10	Stable
FY13	Savanna Woods	10	Stable
FY13	Woodlawn House	52	Stable
<b>Total Anticipated FY13</b>		<b>115</b>	

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

The authorization is Attachment C: D.7. 1 - d. *CHA is adding D. 1. E. The agency is authorized to determine the percentage of housing voucher assistance that it is permitted to project-base, and criteria for expending funds for physical improvements on those units that differs from the percentage and criteria requirements as currently mandated in the 1937 Act and its implementing regulations.*

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## Achieve Administrative Efficiencies

### **Initiative 1**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

HUD approved the Adoption of Investment Policies that are Consistent with State Law to achieve a portfolio which is safer, more liquid, and obtains competitive yield in FY09. The agency implemented this initiative in the same fiscal year.

**Provide an update on the current status of the activity.**

Interest earnings from traditional banking continue to be stagnant. At the beginning of the fiscal year the Authority purchased additional commercial paper to increase its earnings potential. This has made a huge impact, and significantly increased our earnings potential.

	Bank Rate	Earnings Rate	Earnings Differential
9/30/2010	0.18%	0.16%	\$ (29.79)
10/31/2010	0.18%	0.14%	\$ (61.86)
11/30/2010	0.18%	0.12%	\$ (98.60)
12/31/2010	0.18%	0.13%	\$ (82.86)
1/31/2011	0.18%	0.58%	\$ 222.92
2/28/2011	0.18%	0.58%	\$ 1,624.46
3/31/2011	0.18%	0.58%	\$ 1,873.33
4/30/2011	0.18%	0.60%	\$ 1,972.46
5/31/2011	0.18%	0.60%	\$ 3,845.78
6/30/2011	0.18%	0.60%	\$ 3,646.50
7/31/2011	0.18%	0.60%	\$ 3,556.67
8/31/2011	0.18%	0.60%	\$ 1,778.76
9/30/2011	0.18%	0.60%	\$ 1,707.30

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

No new authorization was used. The specific provision of the act that is waived under MTW is Attachment C: B: 5.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## Rent Reform Initiatives

### **Initiative 1**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

An alternate review process was approved by HUD for FY09. Implementation of the Alternative Review Process began December 2010.

**Provide an update on the current status of the activity.**

The new process allows for a bi-annual reexamination process for elderly and disabled families. The schedule requires residents whose anniversary month is an even month (February, April,

June, August, October and December) to recertify during the even years beginning 2010. Those participants whose anniversary month is an odd month (January, March, May, July, September, November) will recertify in the odd years, beginning 2011. The Enterprise Income Verification (EIV) System reports are still used during recertification. CHA also began conducting criminal background checks at recertification for family members 16 years of age or older. The benchmark is a decrease of 1,000 – 1,200 recertifications annually for elderly and disabled households. Alternate Reviews began in December 2010. Beginning April 1, 2011 to September 23, 2011, CHA was able to decrease recertifications by 443 households.

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

There has been no change in the authorization for this activity. The authorization is Attachment C: C.4.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## ***Initiative 2***

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented.**

CHA received approval to implement Rent Reform and a work requirement in the FY10 annual plan. The activity was implemented in FY11. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. The rent simplification applies to both public housing and Section 8.

**Provide an update on the current status of the activity.**

The new rent calculation is an income-based, stepped rent with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 – \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total rent payment by the tenant would be \$125. Annual adjusted income will be used to establish the income band. Escrow deposits will begin when the household adjusted income including wages reaches \$12,500 and ends when the household adjusted income reaches 70% of Area Median Income (AMI) or 3 years after reaching 40% of AMI, whichever comes first. Incentive accounts can be disbursed for any reason when they leave subsidized housing if they leave in good standing. But while they continue to receive a subsidy, withdrawals are limited to amounts needed to help participants overcome specific verifiable barriers to work. A ceiling flat rent was established at CHA Fair Market Rents (public housing only) by bedroom size and is reviewed/updated annually every fall. Additionally, incentive account deposits begin when the adjusted income reaches \$12,500 with some form of working wages.

In FY11, the Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Section 8 participants on December 1, 2010. Participants are still granted interim rent recertifications between annual recertifications provided they have met the established criteria. If there is a decrease in the family's income or an increase in medical expense or childcare expense which is expected to last longer than thirty days (and will change their flat deduction eligibility), the participant may request that an interim recertification be performed. Participants must still report changes in family size.

Income earned by seasonal employment will be annualized on a 12 month basis if the employee has maintained employment for more than 60 days. Employees of temporary agencies will be annualized after an initial 30 days of assignments. All families claiming zero income will have three (3) months to establish either earned or unearned income or they will be required to report to the Charlotte Housing Authority every three (3) months until income has been established.

Income from assets with a combined value of less than \$5,000 will be excluded. The annual recertification will include self certification for households with combined assets below \$5,000, or third party verification for assets over \$5,000. Traditional medical and childcare deductions are eliminated. Participants need only verify enough non-reimbursable expenses to meet the requested deduction level listed below.

Medical Expenses	Medical Deduction	Childcare Expense	Childcare Deduction
\$0 - \$2,499	\$0	\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$2,500	\$2,500 - \$4,999	\$2,500
\$5,000 - \$7,499	\$5,000	\$5,000 - \$7,499	\$5,000
\$7,500+	\$7,500	\$7,500+	\$7,500

In April 2009, CHA increased minimum rent to \$50. A second increase to \$75 occurred on December 1, 2010 in conjunction with the Rent Reform initiative. Minimum rent will be increased to \$100 during the latter part of FY12. The minimum rent increases will occur no sooner than 12 months from the prior minimum rent increase. The Hardship Policy, Work Requirement and examples of alternative rent schedules are included in the Appendices.

Anticipated Impact	Metric	Original Baseline	Revised Baseline	Revised Benchmark	Actual (as of Sept. 23, 2011)
Increase in earned income	Amount of earned wages	\$12,903	\$ 13,326	\$13,659 (2.5%)	\$13,185
Increase number of members with earned income	Number of working households	1,980	1,303	1,433 (10%)	1,904
Decrease number of households paying minimum rent	Number of minimum renters	1,486	1,351	1,216 (10%)	1,618

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

The agency is using authorizations listed on Attachment C: C.4., C.5, C.11, D. 2.a and E. There have been no changes.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## Inspection and HQS Initiatives

### **Initiative 1**

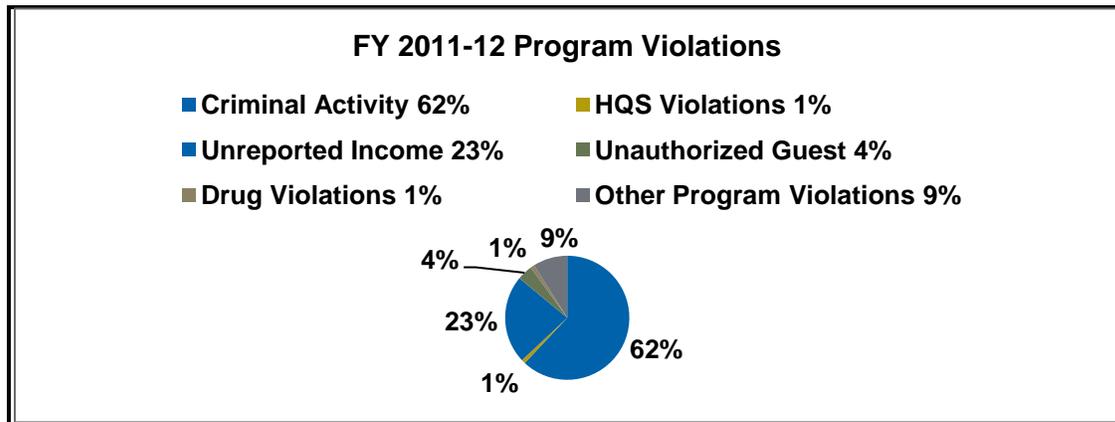
**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

CHA proposed the Occupancy Training activity in FY08. The activity implementation began in the same fiscal year.

**Provide an update on the current status of the activity.**

CHA continues to provide mandated Good Neighbors Training to all new and existing Section 8 and Section 9 applicants entering the program. The training is designed to assist families' acclimation to a neighborhood. Participants learn more about being "Good Neighbors" by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, and conflict resolution. All existing, new admissions, and ports have begun the Good Neighbor Training. New admissions and ports are required to attend this training prior to them receiving their voucher and existing participants are registered at their recertification interviews. As of August 2011, 1,717 participants completed the Good Neighbor Training. CHA's benchmark for FY13 will be 300. CHA is conducting the Good Neighbor Training in an effort to decrease the number of lease or program violations that lead to terminations. The table below illustrates the violations and terminations as of first quarter FY 2012.

SECTION 8 VIOLATION/ TERMINATION COMPARISON				
	Baseline	FY11 Total	FY12 (as of Jun 2011)	Percent of total overall vouchers (4,468)
Participants with Violations	385	652	227	5%
Participants Terminated /EOP	302	113	23	.005%



**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

There are no changes to the authorizations for this activity. The current authorizations are 1437 g(d)(1)(H) and corresponding regulations 24 C.F.R. § 982.154 and § 982.157 (b) (ii) and Attachment C: C.9.b.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

**Initiative 2**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

The activity to Modify the Section 8 Inspection Procedures for Project- Based Section 8 (PBS8) units was approved by HUD and implemented in FY09.

**Provide an update on the current status of the activity.**

The activity waives the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed PBS8 units and utilizes local Building Standards Inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move in inspection. The benchmark was to use this process on 20% of the new units which results in a \$100 cost savings per unit. The use of the Certificate of Occupancy has been effective for CHA because there was a savings of \$5,700 during FY11 when CHA utilized this process to lease 57 units at Mill Pond and Ashley Square apartments.

During FY12 CHA plans to use the CO process for newly constructed Project Based vouchers units at:

PROPERTY	NUMBER OF UNITS TO USE CO IN LIEU OF HQS INSPECTION
McCreesh	26
Steele Creek	60
Boulevard Seniors	20
Moore Place	51
Everett House	10
<b>Total</b>	<b>167</b>

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

There are no authorization changes. The authorization used is Attachment C: D. 5.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

**Initiative 3**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

CHA received approval in the FY08 annual plan to implement a Participant and Landlord Tracking Program. In FY08, the agency began tracking the locations of Section 8 vouchers in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas.

**Provide an update on the current status of the activity.**

The purpose of the activity is to increase fair market rents (FMR) in identified areas of Charlotte/Mecklenburg County that have low Section 8 participants in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas. CHA is currently looking at areas where poverty is low and HCV

participation is also low in order to design a program which would allow participants to move into those areas. Those areas have been identified and CHA staff will contact landlords and apartment complexes in those low poverty areas in order to increase awareness of the benefits of renting to HCV families.

CHA utilized the services of the University of North Carolina at Charlotte (UNC Charlotte) to use Geographic Information Science (GIS) mapping to identify each voucher holder within the City of Charlotte/Mecklenburg County. The results indicated that 78% (3,206 of 4,268) of Section 8 voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28208, 28215, 28216, 28205, 28217, 28212, 28269, and 28213). CHA began including information on the benefits of residing in low poverty areas in the voucher briefings.

CHA's benchmark is to reduce the vouchers within the 8 concentrated zip codes by 6% (200). It is noted that the % change can be impacted by the utilization rate and number of vouchers available; therefore the actual number of vouchers in the concentrated area is critical to realizing movement. In August of 2011 there were 3,575 of 4,841 vouchers in the concentrated zip codes. This reflected a 74% concentration in those eight zip codes.

CHA is in the process of developing a program titled Residences In Select Environments (RISE) to incentivize participants to select a home in a non-concentrated area of Mecklenburg County. The program will be posted for public review as well as HUD approval when finalized for implementation.

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

There are no changes in the authorization used: Attachment C: D. 2. a.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## *Safety Initiatives*

### *Initiative 1*

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

In the FY10 Moving Forward Annual Plan, the Resident Safety Department was approved to implement *Resident Safety Initiatives* to reduce Part I crime incident statistics for all CHA sites combined by 5% each fiscal year for five (5) years. Part I crimes include burglary, assault, rape, homicide, robbery, arson, motor vehicle theft, and larceny.

**Provide an update on the status of the activity.**

CHA recognized that customers were declining offers at some sites based on perception of crime at the location and therefore, in order to decrease the rejection rate, concentrated efforts were made to reduce crime at CHA developments.

The Surveillance Camera Project was completed in July 2011. Resident Safety staff reviews camera video weekly, based on the volume of calls, for services as it relates to criminal incidents. Staff uses a Time Log as a tool to make recommendations or adjustments for continuous improvement on the positions of the cameras. Staff has received positive feedback

from residents as it relates to this initiative of improving the quality of life within our communities.

Included in this section is a copy of the first quarter report for Part 1 Crimes, which shows a 37% reduction in Part I crimes from the same reporting timeframe the previous year. These numbers are for all family sites, with the exception of two, for which the camera installation was incomplete during this period.

Part I Crimes: April 1, 2011 – September 30, 2011					
Part 1 Crime Category (Excludes High-Rises)	2009	2010	2011	% change from 2010 to 2011	% change from 2009 to 2010
<b>Violent Crimes:</b>					
Murder			1		
Robbery	4	6	0	-100%	50%
Aggravated Assault	8	9	4	-56%	13%
Rape	1	2	1	-50%	100%
<b>Property Crimes:</b>					
Burglary	4	4	5	25%	0%
Motor Vehicle Theft	4	9	2	-78%	125%
Larceny - Theft	21	19	15	-21%	-10%
Arson	1		1		-100%
	43	49	29	-41%	33%

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

The authorization for this activity is Attachment C: B.1.b.v. There is no change.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

### Self-Sufficiency Initiatives

#### **Initiative 1**

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented).**

The *Moving Forward Supportive Services* (formerly Currents of Change) was approved in the FY09 Annual Plan. Implementation began in the same year. The activity promotes work and self sufficiency.

**Provide an update on the status of the activity.**

Effective the start of our FY 11-12 all supportive service contracts and Memorandum of Understanding's became performance-based. Programming has been streamlined with

consistent Program Metrics – no matter if the program is provided by in-house CHA staff or contracted through a supportive services vendor (see Appendix E).

To assist and continually improve our program monitoring, monthly program reporting has been streamlined. The monthly tracking tool accounts for the year of enrollment – which is based on each fiscal year and is identified as a Cohort. The tool also accounts for the unique level of need for each family, which is identified by an assigned Tier number. Tiers numbers range from a scale of 1 through 4. Families with the highest level of needs and the most barriers to self reliance are identified as being a Tier 1 family. Families with the lowest level of needs and the least barriers to self reliance are identified as being a Tier 3 family. A Tier 4 family is identified as being either elderly and/or disabled. This allows us to monitor both site and family performance as they progress through our programs.

A Master Tracking System was developed in Excel which assists in analyzing data for over 1000 households in 16 sites/supportive services programs. In addition, vendors are using our System of Care model which is a holistic approach to providing supportive services to all members of each household. These efforts will continue for FY 12-13. As a result, going forward, effective the end of the second quarter of FY 11-12, our reporting will now include all sites with supportive services. New sites which will be a part of our FY12-13 activity will include the recent roll-out of Leafcrest, Tarlton Hills and Cedar Knoll which adds another 147 units with supportive services. We anticipate supportive services to begin at additional communities during the FY 12-13, as well. This program is currently on schedule.

### **Center for Employment Services (CES)**

In December of 2010, CHA began to impose a work requirement on all non-elderly, able-bodied heads of household living in a public housing unit or receiving a rental subsidy via the Section 8 program. All heads of household receiving case management services will be required to be employed a minimum of 15 hours a week or eventually face a loss of their rental subsidy.

In an effort to expand the services being provided to residents to help them meet this work requirement, CHA has partnered with Jacob's Ladder, City Dive, The Benefit Bank of North Carolina and the Charlotte-Mecklenburg Workforce Development Board to open the Center for Employment Services (CES) in Charlotte's West Boulevard Corridor. CES is located in the Arbor Glen apartment community, a HOPE VI Revitalization site. CES is an innovative approach that creates relationships with partners through cooperation rather than a contract. Services offered at the CES include help finding a job, completion of GED, basic literacy classes, as well as computer training, pre-employment workshops, and budget management.

CES serves not only CHA residents but also all residents of the West Boulevard Corridor. According to the 2000 Census, this corridor's total population of 10,738 has 3,297 (or 30.1%) people living below the poverty level, significantly higher than the county poverty rate of 9.2% at that time. County-wide, 5.2% of the employable population reported being unemployed for the 2000 census. The unemployment rate on the West Boulevard Corridor was more than twice that number (11.3%). CES has received private and public funding.

CES will assist CHA's Client Services Department objectives:

- Increase the employment rate of residents
- Increase the number of residents participating in training and/or education programs
- Increase residents' average and median income

CES benchmarks for FY13 are:

1. Increase number of first time customer visits from 250 to 500
2. Rate of employment will remain at 65%
3. Program graduation rate will increase 5% to 65%

CES reports the following accomplishments for April – July 2011:

Activity	Annual Goal	Year to Date Actual
<b>Number of persons who receive services at CES (first time visitors)</b>	82	286
<b>Number of persons who receive Access Point Services (<i>exposure to one-stop employment centers</i>)</b>	204	100
<b>Percent of Jacobs Ladder West enrollees to graduate</b>	70%	60%
<b>Percent of Jacobs Ladder West graduates to enter workforce</b>	77%	65%
<b>Number of persons to complete financial empowerment</b>	9	20
<b>Number of persons to complete City Dive job development</b>	7	16

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

The authorization was not changed or modified: Attachment C: B.1

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## ***Initiative 2***

**Activity continued from the prior year plan (specify the Plan year in which the activity was first identified and implemented.**

In FY09, CHA was approved to establish a *Cooperative Agreement to Form Partnerships* with Communities In School (CIS), Charlotte-Mecklenburg Schools (CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. The focus of the collaborative was to provide services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty. The Youth Initiative will be reported on within the Moving Forward Supportive Services after this Plan is submitted.

**Provide an update on the status of the activity.**

### **A. Youth - Metrics**

This item had been listed as being in development in the past, is now on schedule and in progress of establishing the baseline data as a result of progress with Communities in Schools (CIS). Youth measures are based on the academic school year. The new contract agreement states services will be provided to a minimum of 300 CHA students, in 43 schools and 2 jail facilities. Performance-based Program Metrics have also been established

during FY 11-12 (See Appendix E). As a result of the partnership with CIS, adjustments to the wording of our Youth Measures were made. Reporting updates will be documented at two key intervals which include; the start of the academic year and at the close of the academic year. These changes will remain in effect for FY 12-13, as well as be revised, as needed to prepare for the next academic year.

#### B. Youth - Mentoring

This item is currently not on schedule. An agency has been identified to provide mentoring services. The new plan is to have an agreement in place by October 2011 with Youth Development Initiatives, Inc. and the program launched by November 2011. For the youth mentees, the program will guide them through a personalized development process to become fit to win in **LIFE**, which stands for:

**Learn** about yourself (Personal Validation).

**Identify** what you really want in life (Purpose).

**Find** out how to get what you really want in life (Plan).

**Empower** yourself with the education and skills to make your vision a reality (Personal Responsibility).

Youth mentees will take various assessments to determine their personality characteristics, learning styles, behavioral preferences in social settings, moral/social values, and their preparedness from a 21<sup>st</sup> Century skills standpoint. Youth mentees produce a one-paragraph “personal statement” that describes who they are, what they believe, areas of strengths and improvement, and what careers they are interested in. These assessments are designed to teach them to appreciate their unique aptitudes, characteristics, and qualities in order to build their self-concept/esteem as well as nurture in them a tolerance for others.

In addition, parents, during program orientation, complete a *Risk Assessment Survey* in which they indicate target areas of improvement for their son/daughter as it pertains to his/her behavior at home, school, community, and among peers. A post-assessment will be given to parents at the end of the program period to gain their perspective on the overall impact the program had on their son’s/daughter’s behavior and attitude.

#### C. Youth -Parenting

The effort to engage Parent University (a collaborative led by CMS) with our residents, is in development and on target. Parent University is a community collaborative led by Charlotte-Mecklenburg Schools to help parents become full partners in their children’s education. CMS partners with community agencies and organizations to offer courses that will equip families with new or additional skills, knowledge, resources and confidence. The goal of Parent University is to increase parent involvement in the schools and empower parents to raise children who are successful in school, and in life.

The plan is to host one Parent University course at six Moving Forward communities starting November 2011. The course curriculum, which will educate parents on a key issue that promotes academic excellence or educational options, will be determined by the results of the family assessments conducted by the contract agencies providing wraparound services. It is expected that a minimum of 15 participants per community will participate in the course. A pre-post test assessment will be used to determine the participants’ level of understanding of the course content.

Because we have families with varying levels of need and in various years of programming, we realized we were not capturing the effectiveness of our programs under MTW using our previous program tracking and metric system. As a result, we adjusted our program metrics based on enrollment and families' level of need. Families are tracked by their enrollment year (Cohort) and level of need (Tier). The measures are aggregate and are either increases or decreases over the baseline figures. Cohort years are adjusted annually to account for new enrollments and exits.

The performance indicator scale is as follows:

<b>Performance Percentage</b>	<b>Indicator Point Value</b>	<b>Indicator Color</b>
90-100%	4	Green
80-89%	3	Yellow
70-79%	2	Orange
69% or Below	1	Red

**For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to the Attachment C authorizations.**

There are no changes in the authorization, which is Attachment C: B.2.

**Describe if the Agency is using outside evaluators.**

A complete description of the evaluation is in the Administrative section.

## **vii. Sources and Uses of Funding**

**A. List planned sources (Operating, Capital, HCV) and uses of MTW funds.**

This information is provided in Appendix F.

**B. List planned sources and uses of State or local funds.**

This information is provided in Appendix G.

**C. If applicable, list planned sources and uses of the COCC.**

This information is provided in Appendix F.

**D. If using a cost allocation or fee-for-service approach that differs from the 1937 ACT requirements, describe the deviations and the reasons therefore.**

This item is not applicable to Charlotte Housing Authority.

**E. List or describe use of single-fund flexibility, if applicable, describe uses across traditional program lines or special circumstances in support of an MTW activity.**

This information is provided in Appendix F.

**F. Optional-List reserve balances at beginning of the Plan year.**

Charlotte Housing Authority opts out of listing the reserve balances.

**G. Optional – In Plan Appendix, provide planned sources and uses by AMP.**

## viii. Administrative

### **Resolution Adopting the Annual MTW Plan Certification of Compliance**

The signed resolution is included as Appendix A.

### **Description of any planned or ongoing Agency-Directed Evaluations of the Demonstration**

In April 2009, CHA contracted with the Center for Urban and Regional Studies at the University of North Carolina at Chapel Hill (UNC CH) to conduct a long term evaluation of CHA's MTW program, which is locally known as the Moving Forward initiative. CHA sought evaluation services based on HUD's request for results on an agency-directed evaluation of the demonstration. The evaluation monitors the agency's implementation, as well as assesses outputs and impacts. UNC CH was selected as the evaluation consultant based on the qualifications and experience of the key research staff and familiarity with HUD guidelines for evaluating the MTW program. The Center for Urban and Regional Studies recently completed an interim report entitled "*Evaluating the Charlotte Housing Authority's Moving Forward Program: Initial Implementation and Baseline Data*" which presents a description of CHA's Moving Forward program and an early assessment of its implementation. The challenges to the implementation of the program and lessons learned are discussed for use to other housing authorities interested in implementing innovative housing strategies.

This report also presents baseline data on the characteristics of CHA's clients (including satisfaction levels, health, and child's performance in school); housing stock characteristics (including the social conditions in surrounding neighborhoods); and its use of the financial flexibility allowed under the MTW program. This baseline data will be used over the coming years to assess the long term impacts of the Moving Forward program. The report can be accessed at [http://www.cha-nc.org/living/moving\\_forward.asp](http://www.cha-nc.org/living/moving_forward.asp)

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**Annual Moving to Work Plan  
Certifications of Compliance**

**U.S. Department of Housing and Urban  
Development  
Office of Public and Indian Housing**

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning April 1, 2012, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the City of Charlotte  
PHA Name

NC003  
PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Joel D. Ford  
Name of Authorized Official

Board of Commissioners Chairperson  
Title

  
Signature

1-4-12  
Date

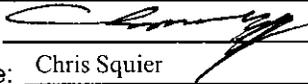
## DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	<b>2. Status of Federal Action:</b> <input checked="" type="checkbox"/> NA a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	<b>3. Report Type:</b> <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____
<b>4. Name and Address of Reporting Entity:</b> <input type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known:  Congressional District, if known:	<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  Congressional District, if known:	
<b>6. Federal Department/Agency:</b> U.S. Department of Housing and Urban Development	<b>7. Federal Program Name/Description:</b> Moving To Work Demonstration Program  CFDA Number, if applicable: _____	
<b>8. Federal Action Number, if known:</b>	<b>9. Award Amount, if known:</b> \$	
<b>10. a. Name and Address of Lobbying Registrant</b> (if individual, last name, first name, MI):	<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI):	
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature:  Print Name: Chris Squier Title: Chief Development Officer Telephone No.: 7043368332      Date: 01/17/2012	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

# Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Housing Authority of the City of Charlotte

Applicant Name

Moving To Work Demonstration Program

Program/Activity Receiving Federal Grant Funding

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federalagency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

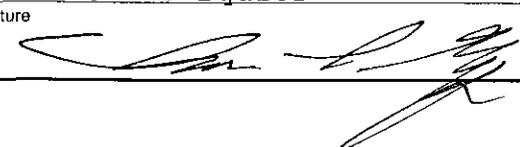
2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

Check here  if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.

(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official <b>Chris Squier</b>	Title <b>Chief Development Officer</b>
Signature 	Date <b>1/10/12</b>

## APPENDIX B

### **PUBLIC HEARING/RESIDENT COMMENTS DOCUMENTATION**

The public hearing for the FY 2013 Moving Forward Annual Plan was held on Tuesday, November 15, 2011 at the CHA Board of Commissioners meetings held at the CHA Central Office located at 1301 South Boulevard.

There were no persons present to speak when the Chairman solicited comments on the FY 2013 Moving Forward Annual Plan.

Compilation of feedback from the 4 scheduled Community Annual Planning Sessions  
Total of 28 respondents (includes 8 people who met as a group at Meadow Oaks to discuss and the president brought with her). Community meetings held between June – Oct had more than 160 attendees. \*CHA Responses in italics.\*

➤ **What solutions are proposed for transportation issues?**

**Client Services**

1. Bus passes - *CHA is still working with CATS to resolved the bus pass grant issue*
2. Gas voucher
3. Discount on bus passes for those in work/training or education program. Something long term provide proof and limit the number of bus passes they can buy.
4. ½ price bus pass to CHA customers (maybe CHA buy from Transit and sell to residents or ask Transit for discount like City employees get)

**Operations**

5. Van pool (maybe like the temporary jobs van) - *CHA is discussing reassigning vans to RAC ownership.*
6. Car pool (not given very favorable support)
7. Transportation service company
8. Pick up at site and have a drop off point
9. For families with vehicles provide a no interest loan for repairs – *incentive account suggested as an alternative solution*

**RAC**

10. Use RAC and PAC to help develop any solutions
11. Bring information to communities about the Cars for Work program or gas vouchers like DSS does
12. Petty cash for emergency needs “Angel Fund” for those going to work – *Community should fund*

➤ **What solutions are proposed for childcare issues?**

**Client Services**

1. Child care education for our customers and let them do the child care @ center in their community during the day. – *The cost and liability to facilitate a childcare area are beyond the scope of what CHA does.*
2. CHA pay for childcare training to residents and pay stipend to those persons working after training completed. Those residents that work at least 30 days and want to continue to leave their child at the community center can pay a low fee and that goes into the child care pot. – Customers can operate a child care center out of their home with prior permission. CHA is considering a training tract that includes bookkeeping.
3. Use sites of closed CMS schools (get agreement with CMS) or communities with center or take a unit off line. If computer center there then put a diver petition to separate adults from children.

4. Remember that weekend, evening and 3<sup>rd</sup> shift need to be considered when thinking of childcare solutions
5. Seniors volunteer- CHA set aside place to keep kids. CHA responsible for screening and training and paying for the shots workers need.

#### **Property Management**

6. Create a volunteer bank to help sit with kids during the meetings (see the court and Billingsley Rd DSS for examples)
7. Set-up workshops or meetings onsite

#### **RAC**

8. Use RAC and PAC to help develop any solutions
9. Use CMS feeding program at community child care sites

### ➤ **What process does CHA do that can be done more efficiently, cost effective, faster, etc?**

#### **All Departments**

1. Return phone calls in a timely manner (sometimes time is money for CHA or customer when we delay responding to call.)
2. Be more considerate of the residents when implementing new measures ie. Security at Meadow Oaks (policy was on record but never enforced, brought in security that was not introduced to community and enforced without notice).

#### **Client Services**

3. A resource for seniors at elderly and family sites like April and Audrey are at the senior sites – *Moving Forward Supportive Services phase in is one solution, however, budgets will be looked at this year to see if there is \$25,000 for a Senior Disabled Services Coordinator at family sites. Additionally, resource packets for senior/disabled will be looked into.*
4. Hire some CNA's that work for CHA – *not something the agency would do*

#### **Property Management**

5. Evictions/terminations process is long and not being enforced. An internal audit should be done of all sites – there are persons paying \$0 rent but no eviction and appeals ended but they are still living there.

#### **Finance**

6. Residents would love to be able to pay rent at their sites – a lot of them depend on the mail and there are times when an unsigned check or late charges are incurred. Since there are new renovations coming to the site can this be incorporated? – *Operations will continue to discuss this with Finance.*

#### **RAC**

7. Check on elderly and shut in (ex floor captains or door knockers that say ok or not ok on flip side)

- **What are recommendations for different methods to do these things?**  
None recommended.
- **What types of work/job training programs/resources are needed for non elderly/non disabled that reside in the senior/disabled sites (basically the near elderly)?**

**Client Services (CES & Elderly Coordinators), Section 3 & RAC**

- |  |  |
|--|--|
| 1. Office work                             | 10. computer tech and entrepreneurial skills |
| 2. CMS janitorial                          | 11. housekeeping                             |
| 3. volunteering reading with children      | 12. laundry                                  |
| 4. greeter @ Wal-mart, Lowes or restaurant | 13. kitchen/cafeteria                        |
| 5. hostess                                 | 14. daycare                                  |
| 6. speedway clean up                       | 15. packing at warehouse                     |
| 7. banquet servers just for that night     | 16. link with temporary agencies             |
| 8. customer service jobs                   | 17. help turn CHA vacant units               |
| 9. clerical administrative                 |  |

- **How do we reach this target population?**
  1. Network groups as roundtable; work meetings; share information and experiences about companies and search results
  2. Utilize April Witherspoon & Sharbara Ellis for announcements
  3. Create a job coordinator for the elderly
  4. Post on board at the site

**General comments:**

1. Liked the options of meeting time and days especially Saturday
2. Would like CHA to consider a Training/Entrepreneur program similar to what Philadelphia has where they teach nursing, electrical, woodworking, roofing, welding, drywall, carpentry, computer job skills (section 3)
3. Sports league for youth at sites
4. Consider establishment of a senior mentor program where they help mentor younger mothers.

APPENDIX C: Initiative Summary

Housing Authority of the City of Charlotte  
Moving Forward Initiatives Summary

APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
Alternate Review Process	Re-certifications for senior/disabled are conducted bi-annually; criminal background checks are conducted at recertification for family members 16 years of age or older.	2008-2009	Implemented FY2010-2011 Ongoing
Rent Reform and Work Requirement	Rent calculation modified and minimum rent increased. A hardship policy is in place. A Work Requirement Initiative was implemented in FY 2010 - 2011.	2009-2010	Implemented FY2010-2011 Ongoing
Site-based waiting lists Public Housing and Project Based Section 8.	All public housing and Project-based Section 8 property waiting lists are managed at the site level. Applicants must apply at the site for occupancy.	2008-2009	Implemented FY2008-2009 Ongoing
Occupancy Training (formerly Section 8 Training )	CHA and Central Piedmont Community College provide "Good Neighbors" type training for all new and existing Section 8 participants to assist families in their acclimation into a neighborhood. CHA revised the occupancy training curriculum to include public housing residents in FY11.	2007-2008	Implemented FY2007-2008 Ongoing
Adopt investment policies consistent with state law	CHA adopted investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid and obtains competitive yield.	2008-2009	Implemented FY2008-2009 Ongoing
Modify Section 8 inspection procedures	CHA received approval from HUD to waive the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed Section 8 units and utilize local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection.	2008-2009	Implemented FY2008-2009 Ongoing
Community Based Rental Assistance (Project-Based Section 8 Process)	Simplified the selection process in order to maximize the number of quality Section 8 assisted units throughout Charlotte.	2008-2009	Implemented FY2008-2009 Ongoing
Housing for persons with disabilities, special needs and homeless	CHA created and enhanced relationships with local social service provider agencies by working with nonprofit providers on new supportive housing projects.	2008-2009	Implemented FY2008-2009 Ongoing
Resident Safety Initiatives	The Resident Safety Department expanded the types of crime prevention initiatives and program enforcement initiatives for CHA public housing sites.	2009-2010	Implemented FY2009-2010 Ongoing
Moving Forward Supportive Services (formerly Currents of Change)	The Moving Forward Supportive Services is designed to stabilize and improve families by fortifying them through education, life skills, motivation and employment training to compete in the economic marketplace.	2008-2009	Implemented FY2008-2009 Ongoing
Youth Initiatives	CHA is focused on providing services for youth that connect them to programs and services that address truancy, post-secondary education preparation, and academic performance improvement.	2008-2009	Implemented FY2008-2009 Ongoing

APPENDIX C: Initiative Summary

APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
Participant and landlord tracking program	The University of North Carolina at Charlotte's (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within Mecklenburg County in order to analyze the census tracts with a large number of Section 8 voucher holders to assist with deconcentration.	2007-2008	Implemented FY2007-2008 Ongoing
Increase acquisition and rehabilitation of existing multi-family properties	CHA established a strategy and adopted a policy to increase the acquisition and rehabilitation of existing multifamily properties.	2008-2009	Implemented FY2008-2009 Ongoing
Land Acquisition for Future Use	CHA designed local standards to guide land purchases in desirable, rapidly growing areas to provide more housing choices.	2008-2009	Implemented FY2008-2009 Ongoing
Partner with CMS for mixed income affordable units	Established a partnership with Charlotte Mecklenburg Schools to produce mixed-income affordable housing units and identified two potential sites.	2008-2009	Implemented FY2008-2009 Ongoing
Local Non-Traditional Initiatives	CHA used funds outside of Sections 8 and 9 to: Acquire general partnership interest; construct mixed-income housing; acquire and renovate senior housing; renovate, construct and operate supportive housing; implement a local rental subsidy program and convert units to public housing.	2010-2011	Implemented FY2010-2011 Ongoing

Appendix D: Completed Initiatives

<b>COMPLETED INITIATIVES</b>				
<b>Affordable Housing Impact Studies</b>	CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities.	2007 - 2008	Completed	<p><b>Outcome:</b> Participants have access to data about housing location and neighborhood quality that will enable them to choose neighborhoods that best meet their needs.</p> <p><b>Impact:</b> An increase in the number and percentage of households moving to non-concentrated neighborhoods</p>
<b>Assess Section 8 Program Participants</b>	CHA surveyed all Section 8 program participants to measure their capacity for independent living. CHA will connect them with the services necessary to facilitate their progress toward that goal.	2008-2009	Completed	<p><b>Outcome:</b> CHA was able to identify the level of need to enable more participants find employment and increase their incomes.</p> <p><b>Impact:</b> Promote self-sufficiency among participants</p>
<b>Section 8 Property Rating System</b>	A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners.	2007-2008	Completed	<p><b>Outcome:</b> Landlords will maintain the appearance of their properties knowing that a rent increase is linked to the quality of the property.</p> <p><b>Impact:</b> An increase in the percentage of high-quality Section 8 rental units</p>
<b>Develop Local Design Standards</b>	CHA adopted local design standards that correlate with other funding sources available in Charlotte and the State of North Carolina.	2008-2009	Completed/ Tracking	<p><b>Outcome:</b> Adopting the “local design standards” was more to ensure quality standards beyond the local minimum code. It set a minimum standard instead of replacing a review or adding a review step.</p> <p><b>Impact:</b> Added sustainability aspect</p>



**Moving Forward**  
With housing, there's a way...

**Program Metrics-Adult  
Used October 2009 - Present**

Adult Measures	Cohort Year 1			Cohort Year 2			Cohort Year 3			Cohort Year 4			Cohort Year 5		
	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3	Tier 1	Tier 2	Tier 3
Decrease minimum renters	5%	10%	10%	10%	10%	20%	10%	20%	30%	15%	30%	40%	20%	40%	50%
Increase working households	5%	10%	10%	10%	10%	20%	10%	20%	30%	15%	30%	40%	20%	40%	50%
12 + Mos Job retention	10%	40%	75%	15%	60%	80%	20%	60%	80%	25%	70%	90%	25%	70%	90%
Income progression-Aggregate by site			20%			27%			34%			41%			48%
Increase positive graduation move outs by site			12%			15%			18%			23%			30%
Number participating in positive community activity (workshops) by site			60%			65%			70%			75%			80%

**Charlotte Housing Authority**

**Moving Forward**  
*With housing, there's a way...*

## Program Metrics – Youth Effective August 2011

<b>Youth Measures</b>	<b>SY* 11-12</b>	<b>SY* 12-13</b>	<b>SY* 13-14</b>	<b>SY* 14-15</b>	<b>SY* 15-16</b>
Percent of CHA students enrolled in CIS will be promoted to next grade level	80%	81%	82%	83%	84%
Percent of CHA students enrolled in CIS will have an average daily attendance of 90% or above	80%	81%	82%	83%	84%
Percent of CHA students enrolled in CIS will graduate with HS diploma by site	85%	85%	85%	85%	85%
Percent of CHA students enrolled in CIS will apply for the CHASF by the deadline	90%	91%	92%	93%	94%
Percent of CHA HS graduates enrolled in CIS who apply to post secondary education (college,univ,military)	80%	82%	84%	86%	88%

**Charlotte Housing Authority**

**Moving Forward**  
*With housing, there's a way...*

## Vendor Performance Snapshot - Detail Report

Vendor	Program/Site	Cohort Program Year at Site	Tier Level at Site	Number in Tier/Cohort		Baseline	YTD Actual	Aggregate Goal	% of Goal Attained	Indicator Points
Agency A	Moving Forward/FSS									
	Pilot Group A	2	2	9	8	8	8	8	100%	
		3	2	15	12	12	12	14	86%	
	Total Population: 29	3	3	5	4	4	24	5	80%	
	Overall							27	89%	1

**Cohort indicates the enrollment year and tells us how long they have been in the program**

**Tier Level indicates the level of need for each family - Scale of 1 to 4**

**YTD Actual is divided by Aggregate Goal to determine the Percent of Goal Attained - which then is given a color and point value**

**Measure from Program Metrics Chart**

**Challenge**

## **CONSOLIDATED BUDGET SOURCES & USES**

The planned sources (Operating, Capital HCV) and uses of MTW funds will be added March 2012 upon approval of the FY 2013 budget.

APPENDIX G

**Planned Sources and Uses of State or Local Funds**

The planned sources and uses of State or local funds will be added March 2012 upon approval of the FY 2013 budget.

<b>Part I: Summary</b>					
<b>PHA Name:</b>  Housing Authority of the City of Charlotte		<b>Grant Type and Number</b> Capital Fund Program Grant No: NC19P00350112 Replacement Housing Factor Grant No: <span style="background-color: #ffffcc;"> </span> Date of CFFP: _____		<b>FFY of Grant:</b> 2012 <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>	\$ -			
3	1408 Management Improvements	-			
4	1410 Administration (may not exceed 10% of line 21)	451,633			
5	1411 Audit	-			
6	1415 Liquidated Damages	-			
7	1430 Fees and Costs	-			
8	1440 Site Acquisition	-			
9	1450 Site Improvement	-			
10	1460 Dwelling Structures	-			
11	1465.1 Dwelling Equipment—Nonexpendable	-			
12	1470 Non-dwelling Structures	-			
13	1475 Non-dwelling Equipment	-			
14	1485 Demolition	-			
15	1492 Moving to Work Demonstration	2,464,547			
16	1495.1 Relocation Costs	-			
17	1499 Development Activities <sup>4</sup>	-			
18a	1501 Collateralization or Debt Service paid by the PHA	-			
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	1,600,131			
19	1502 Contingency (may not exceed 8% of line 20)	-			
20	Amount of Annual Grant: (sum of lines 2 – 19)	\$ 4,516,311	\$ -	\$ -	\$ -
21	Amount of line 20 Related to LBP Activities	-			
22	Amount of line 20 Related to Section 504 Activities	-			
23	Amount of line 20 Related to Security - Soft Costs	-			
24	Amount of line 20 Related to Security - Hard Costs	-			
25	Amount of line 20 Related to Energy Conservation Measures	-			

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



<b>Part I: Summary</b>					
<b>PHA Name:</b>  Housing Authority of the City of Charlotte		<b>Grant Type and Number</b> Capital Fund Program Grant No: _____ Replacement Housing Factor Grant No: NC19R00350112 Date of CFFP: _____		<b>FFY of Grant:</b> 2012 <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>	\$ -			
3	1408 Management Improvements	-			
4	1410 Administration (may not exceed 10% of line 21)	-			
5	1411 Audit	-			
6	1415 Liquidated Damages	-			
7	1430 Fees and Costs	-			
8	1440 Site Acquisition	-			
9	1450 Site Improvement	-			
10	1460 Dwelling Structures	-			
11	1465.1 Dwelling Equipment—Nonexpendable	-			
12	1470 Non-dwelling Structures	-			
13	1475 Non-dwelling Equipment	-			
14	1485 Demolition	-			
15	1492 Moving to Work Demonstration	-			
16	1495.1 Relocation Costs	-			
17	1499 Development Activities <sup>4</sup>	277,856			
18a	1501 Collateralization or Debt Service paid by the PHA	-			
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	-			
19	1502 Contingency (may not exceed 8% of line 20)	-			
20	Amount of Annual Grant: (sum of lines 2 – 19)	\$ 277,856	\$ -	\$ -	\$ -
21	Amount of line 20 Related to LBP Activities	-			
22	Amount of line 20 Related to Section 504 Activities	-			
23	Amount of line 20 Related to Security - Soft Costs	-			
24	Amount of line 20 Related to Security - Hard Costs	-			
25	Amount of line 20 Related to Energy Conservation Measures	-			

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



<b>Part I: Summary</b>					
<b>PHA Name:</b>  Housing Authority of the City of Charlotte		<b>Grant Type and Number</b> Capital Fund Program Grant No: _____ Replacement Housing Factor Grant No: NC19R00350212 Date of CFFP: _____		<b>FFY of Grant:</b> 2012 <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>	\$ -			
3	1408 Management Improvements	-			
4	1410 Administration (may not exceed 10% of line 21)	-			
5	1411 Audit	-			
6	1415 Liquidated Damages	-			
7	1430 Fees and Costs	-			
8	1440 Site Acquisition	-			
9	1450 Site Improvement	-			
10	1460 Dwelling Structures	-			
11	1465.1 Dwelling Equipment—Nonexpendable	-			
12	1470 Non-dwelling Structures	-			
13	1475 Non-dwelling Equipment	-			
14	1485 Demolition	-			
15	1492 Moving to Work Demonstration	-			
16	1495.1 Relocation Costs	-			
17	1499 Development Activities <sup>4</sup>	16,752			
18a	1501 Collateralization or Debt Service paid by the PHA	-			
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	-			
19	1502 Contingency (may not exceed 8% of line 20)	-			
20	Amount of Annual Grant: (sum of lines 2 – 19)	\$ 16,752	\$ -	\$ -	\$ -
21	Amount of line 20 Related to LBP Activities	-			
22	Amount of line 20 Related to Section 504 Activities	-			
23	Amount of line 20 Related to Security - Soft Costs	-			
24	Amount of line 20 Related to Security - Hard Costs	-			
25	Amount of line 20 Related to Energy Conservation Measures	-			

<sup>1</sup> To be completed for the Performance and Evaluation Report.  
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.  
<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.  
<sup>4</sup> RHF funds shall be included here.



## 2012-2013 PLANNED CAPITAL PROJECTS

Site Name	General Work Description	ESTIMATED COSTS	Budget
Autumn Place	Community Center Flooring	\$20,000	MW
<b>Autumn Place Total</b>		<b>\$20,000</b>	
Cedar Knoll	Replace Siding with Hardie Plank	\$200,000	MW
<b>Cedar Knoll Total</b>		<b>\$200,000</b>	
Edwin Towers	Exterior Painting	\$100,000	MW-CP
Edwin Towers	Painting of Common Areas	\$100,000	MW-CP
Edwin Towers	Windows	\$500,000	MW-CP
<b>Edwin Towers Total</b>		<b>\$700,000</b>	
Meadow Oaks	Replace tile tub/shower surround	\$35,632	MW
Meadow Oaks	Replace bath vanity cabinet, counters and sink	\$27,853	MW
Meadow Oaks	Replace Siding with Hardie Plank	\$300,000	MW
Meadow Oaks	Replace kitchen wall & base cabinets	\$128,185	MW
Meadow Oaks	Replace kitchen countertops & sinks	\$42,155	MW
<b>Meadow Oaks Total</b>		<b>\$533,825</b>	
Southside	Add new parking lot	\$55,000	MW
Southside	Remove and Replace Concrete Landings/Driveways	\$25,000	MW
<b>Southside Total</b>		<b>\$80,000</b>	
Sunridge	Iron fence	\$20,000	MW
<b>Sunridge Total</b>		<b>\$20,000</b>	
Tall Oaks	HVAC	\$300,000	MW
<b>Tall Oaks Total</b>		<b>\$300,000</b>	
Tarlton Hills 20	Complete New HVAC	\$27,550	MW
<b>Tarlton Hills 20 Total</b>		<b>\$27,550</b>	
Tarlton Hills 23	Complete New HVAC	\$19,950	MW
<b>Tarlton Hills 23 Total</b>		<b>\$19,950</b>	
Victoria Square	Iron fence	\$15,000	MW
Victoria Square	Install Playground Equipment	\$20,000	MW
Victoria Square	Metal stair repairs	\$30,000	MW
<b>Victoria Square Total</b>		<b>\$65,000</b>	
<b>Grand Total</b>		<b>\$1,966,325</b>	

<b>AMPS</b>
20,000
-
200,000
100,000
100,000
500,000
-
35,632
27,853
300,000
128,185
42,155
-
55,000
25,000
-
20,000
-
300,000
27,550
19,950
-
15,000
20,000
30,000
-
<b>1,966,325</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #3 Southside	AMP #5 First Ward
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	394	-	132
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		394		132
<b>Occupied Unit Months</b>				
01 Occupied Units	4,408	4,408	4,408	1,575
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units	150	150		
06 Special Use Units	156	156		
07 Litigation		-		-
08 Disasters	-	-		-
09 Casualty Loss	-	-		-
10 Changing Market Condition	-	-		-
11 Vacant, not categorized	14		9	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee	-			
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		14		9
<b>15 Total Unit Months</b>	<b>4,728</b>	<b>4,728</b>	<b>4,408</b>	<b>1,584</b>
16 Resident Participation Units	-		367	-
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 398.26		\$ 430.46
02 Inflation Factor		1.02700		1.02700
03 Inflated PEL		\$ 409.01		\$ 442.08
<b>04 PEL</b>		<b>\$ 1,933,799</b>		<b>\$ 700,255</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 141.22		\$ 28.25
<b>06 UEL</b>		<b>\$ 667,688</b>		<b>\$ 44,748</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ 43,694		\$ -
09 PILOT		\$ 7,101		\$ 102,031
10 Cost of Audit		\$ 5,238		\$ -
11 Resident Participation		\$ 9,175		\$ 3,275
12 Asset Management Fee		\$ 18,912		\$ 6,336
13 Information Technology Fee		\$ 9,456		\$ 3,168
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 93,576</b>		<b>\$ 114,810</b>
<b>17 Total Formula Expenses</b>		<b>\$ 2,695,063</b>		<b>\$ 859,813</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 214.01		\$ 295.56
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 214.01		\$ 295.56
<b>04 Total Formula Income</b>		<b>\$ 1,011,839</b>		<b>\$ 468,167</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provisions</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 1,683,224		\$ 391,646
02 Cost of Audit		\$ 5,238		\$ -
<b>03 Formula Amount</b>		<b>\$ 1,683,224</b>		<b>\$ 391,646</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #6 Edwin Towers</b>	<b>AMP #7 Strawn</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	175	-	318
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		175		318
<b>Occupied Unit Months</b>				
01 Occupied Units	2,080	2,080	2,080	3,794
02 Occupied Units by police	12		12	12
03 New units in funding period	-	-	-	-
04 New units - Oct-Dec	-	-	-	-
<b>Vacant Unit Months</b>				
05 Mod units	-			
06 Special Use Units	-			
07 Litigation		-		
08 Disasters	-			
09 Casualty Loss	-			
10 Changing Market Condition	-			
11 Vacant, not categorized	8		10	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		8		10
<b>15 Total Unit Months</b>	<b>2,100</b>	<b>2,088</b>	<b>2,092</b>	<b>3,804</b>
16 Resident Participation Units	-		174	317
<b>Special Provision for Utilities</b>				
17 Unit Months				

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 299.16		\$ 308.06
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 307.24		\$ 316.38
<b>04 PEL</b>		<b>\$ 641,517</b>		<b>\$ 1,203,510</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 104.81		\$ 82.22
<b>06 UEL</b>		<b>\$ 218,843</b>		<b>\$ 312,765</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ 21,204		\$ 20,212
09 PILOT		\$ 23,414		\$ 47,719
10 Cost of Audit		\$ 2,327		\$ 4,228
11 Resident Participation		\$ 4,350		\$ 7,925
12 Asset Management Fee		\$ 8,400		\$ 15,264
13 Information Technology Fee		\$ 4,200		\$ 7,632
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 63,895</b>		<b>\$ 102,980</b>
<b>17 Total Formula Expenses</b>		<b>\$ 924,255</b>		<b>\$ 1,619,255</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 219.22		\$ 210.40
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 219.22		\$ 210.40
<b>04 Total Formula Income</b>		<b>\$ 457,731</b>		<b>\$ 800,362</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 466,524		\$ 818,893
02 Cost of Audit		\$ 2,327		\$ 4,228
<b>03 Formula Amount</b>		<b>\$ 466,524</b>		<b>\$ 818,893</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #9 Arbor Glen 50	AMP #10 Arbor Glen #1
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	29	-	60
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		29		60
<b>Occupied Unit Months</b>				
01 Occupied Units	299	299	299	718
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units		-		
06 Special Use Units	48	48		
07 Litigation		-		
08 Disasters		-		
09 Casualty Loss		-		
10 Changing Market Condition		-		
11 Vacant, not categorized	1		2	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		1		2
<b>15 Total Unit Months</b>	<b>348</b>	<b>348</b>	<b>299</b>	<b>718</b>
16 Resident Participation Units	-		25	60
<b>Special Provision for Utilities</b>				
17 Unit Months				

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 431.22		\$ 342.06
02 Inflation Factor		1.02700		1.02700
03 Inflated PEL		\$ 442.86		\$ 351.30
<b>04 PEL</b>		<b>\$ 154,115</b>		<b>\$ 252,936</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 29.25		\$ 62.21
<b>06 UEL</b>		<b>\$ 10,179</b>		<b>\$ 44,791</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ -		\$ 13,071
10 Cost of Audit		\$ -		\$ 6,095
11 Resident Participation		\$ 625		\$ 1,500
12 Asset Management Fee		\$ 1,392		\$ 2,880
13 Information Technology Fee		\$ 696		\$ 1,440
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 2,713</b>		<b>\$ 24,986</b>
<b>17 Total Formula Expenses</b>		<b>\$ 167,007</b>		<b>\$ 322,713</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 246.51		\$ 205.10
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 246.51		\$ 205.10
<b>04 Total Formula Income</b>		<b>\$ 85,785</b>		<b>\$ 147,672</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 81,222		\$ 175,041
02 Cost of Audit		\$ -		\$ 6,095
<b>03 Formula Amount</b>		<b>\$ 81,222</b>		<b>\$ 175,041</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #11 Boulevard	AMP #12 Dillehay
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	300	-	136
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		300		136
<b>Occupied Unit Months</b>				
01 Occupied Units	2,831	2,831	2,831	1,611
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units	-	-		
06 Special Use Units	22	22	12	12
07 Litigation		-		-
08 Disasters		-		-
09 Casualty Loss		-		-
10 Changing Market Condition		-		-
11 Vacant, not categorized	5		9	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee	742			
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		5		9
<b>15 Total Unit Months</b>	<b>3,600</b>	<b>2,858</b>	<b>2,831</b>	<b>1,632</b>
16 Resident Participation Units	-		236	-
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 436.95		\$ 471.20
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 448.75		\$ 483.92
<b>04 PEL</b>		<b>\$ 1,282,528</b>		<b>\$ 789,757</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 262.29		\$ 199.73
<b>06 UEL</b>		<b>\$ 749,625</b>		<b>\$ 325,959</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ 50,237		\$ 15,891
09 PILOT		\$ -		\$ -
10 Cost of Audit		\$ 4,002		\$ 1,808
11 Resident Participation		\$ 5,900		\$ 3,350
12 Asset Management Fee		\$ 14,400		\$ 6,528
13 Information Technology Fee		\$ 7,200		\$ 3,264
14 Asset Repositioning Fee		\$ 1,009,688		\$ -
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 1,091,427</b>		<b>\$ 30,841</b>
<b>17 Total Formula Expenses</b>		<b>\$ 3,123,580</b>		<b>\$ 1,146,557</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 164.46		\$ 147.52
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 164.46		\$ 147.52
<b>04 Total Formula Income</b>		<b>\$ 470,027</b>		<b>\$ 240,753</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 2,653,553		\$ 905,804
02 Cost of Audit		\$ 4,002		\$ 1,808
<b>03 Formula Amount</b>		<b>\$ 2,653,553</b>		<b>\$ 905,804</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #16</b> Leafcrest / Cedar Knoll / Mallard Ridge	<b>AMP #18</b> Charlottetowne
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**Section 2**

<b>ACC Units 7/1/2009</b>	15	132	-	180
Additions		-		-
Deletions		-		-
<b>ACC Units 6/30/2010</b>		<b>132</b>		<b>180</b>
<b>Occupied Unit Months</b>				
01 Occupied Units	1,554	1,554	1,554	2,100
02 Occupied Units by police	-		-	12
03 New units in funding period	-		-	
04 New units - Oct-Dec	-		-	
<b>Vacant Unit Months</b>				
05 Mod units	-		20	20
06 Special Use Units	-		12	12
07 Litigation		-		-
08 Disasters	-			-
09 Casualty Loss	-			-
10 Changing Market Condition	-			-
11 Vacant, not categorized	15		16	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee	-			
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		15		16
<b>15 Total Unit Months</b>	<b>1,569</b>	<b>1,569</b>	<b>1,554</b>	<b>2,160</b>
16 Resident Participation Units	15		130	-
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 388.83		\$ 293.56
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 399.33		\$ 301.89
<b>04 PEL</b>		<b>\$ 626,549</b>		<b>\$ 648,460</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 172.36		\$ 74.57
<b>06 UEL</b>		<b>\$ 270,433</b>		<b>\$ 160,176</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ 25,510		\$ 10,550
09 PILOT		\$ 1,528		\$ 26,601
10 Cost of Audit		\$ 1,755		\$ 2,393
11 Resident Participation		\$ 3,250		\$ 4,400
12 Asset Management Fee		\$ 6,276		\$ 8,640
13 Information Technology Fee		\$ 3,138		\$ 4,320
14 Asset Repositioning Fee		\$ -		\$ -
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 41,457</b>		<b>\$ 56,904</b>
<b>17 Total Formula Expenses</b>		<b>\$ 938,439</b>		<b>\$ 865,540</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 187.62		\$ 206.58
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 187.62		\$ 206.58
<b>04 Total Formula Income</b>		<b>\$ 294,376</b>		<b>\$ 443,734</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 644,063		\$ 421,806
02 Cost of Audit		\$ 1,755		\$ 2,393
<b>03 Formula Amount</b>		<b>\$ 644,063</b>		<b>\$ 421,806</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #19 Parkertowne	AMP #20 Tarlton Hills / Tall Oaks / Savanna Woods
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	164	1	149
Additions	-	-	-	-
Deletions	-	-	-	-
<b>ACC Units 6/30/2010</b>	-	164	-	149
<b>Occupied Unit Months</b>				
01 Occupied Units	1,947	1,947	1,947	1,761
02 Occupied Units by police	12	-	12	-
03 New units in funding period	-	-	-	-
04 New units - Oct-Dec	-	-	-	-
<b>Vacant Unit Months</b>				
05 Mod units	-	-	-	-
06 Special Use Units	-	-	12	12
07 Litigation	-	-	-	-
08 Disasters	-	-	-	-
09 Casualty Loss	-	-	-	-
10 Changing Market Condition	-	-	-	-
11 Vacant, not categorized	9	-	14	-
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee	-	-	-	-
13 All Other	-	-	-	-
<b>Calculations</b>				
14 Limited Vacancies	-	9	-	14
<b>15 Total Unit Months</b>	<b>1,968</b>	<b>1,956</b>	<b>1,959</b>	<b>1,787</b>
16 Resident Participation Units	-	-	163	1
<b>Special Provision for Utilities</b>				
17 Unit Months	-	-	-	-

**Section 3**

<b>Project Expense Level</b>				
01 PEL	\$	277.70	\$	386.01
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL	\$	285.20	\$	396.43
<b>04 PEL</b>	\$	<b>557,851</b>	\$	<b>708,420</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense	\$	72.02	\$	183.94
<b>06 UEL</b>	\$	<b>140,871</b>	\$	<b>328,701</b>
<b>Add-ons</b>				
07 Self-Sufficiency	\$	-	\$	-
08 Energy Loan Amortization	\$	21,904	\$	9,595
09 PILOT	\$	-	\$	-
10 Cost of Audit	\$	-	\$	1,981
11 Resident Participation	\$	4,075	\$	3,675
12 Asset Management Fee	\$	7,872	\$	7,148
13 Information Technology Fee	\$	3,936	\$	3,574
14 Asset Repositioning Fee	\$	-	\$	-
15 Changes in law, etc.	\$	-	\$	-
<b>16 Total Add-ons</b>	\$	<b>37,787</b>	\$	<b>25,973</b>
<b>17 Total Formula Expenses</b>	\$	<b>736,509</b>	\$	<b>1,063,094</b>
<b>Formula Income</b>				
01 PUM Formula Income	\$	221.77	\$	210.37
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income	\$	221.77	\$	210.37
<b>04 Total Formula Income</b>	\$	<b>433,782</b>	\$	<b>375,931</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>	\$	-	\$	-
<b>Calculation of Formula Amount</b>				
01 Formula Calculation	\$	302,727	\$	687,163
02 Cost of Audit	\$	-	\$	1,981
<b>03 Formula Amount</b>	\$	<b>302,727</b>	\$	<b>687,163</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #22 Autumn Place / Hall House	AMP #25 Meadow Oaks / Gladedale / Wallace
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	259	-	129
Additions	-	-	-	-
Deletions	-	-	-	-
<b>ACC Units 6/30/2010</b>	-	259	-	129
<b>Occupied Unit Months</b>				
01 Occupied Units	816	816	816	1,533
02 Occupied Units by police	-	-	-	-
03 New units in funding period	-	-	-	-
04 New units - Oct-Dec	-	-	-	-
<b>Vacant Unit Months</b>				
05 Mod units	-	-	-	-
06 Special Use Units	-	-	12	12
07 Litigation	2,292	2,292	-	-
08 Disasters	-	-	-	-
09 Casualty Loss	-	-	-	-
10 Changing Market Condition	-	-	-	-
11 Vacant, not categorized	-	-	3	-
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee	-	-	-	-
13 All Other	-	-	-	-
<b>Calculations</b>				
14 Limited Vacancies	-	-	-	3
<b>15 Total Unit Months</b>	<b>3,108</b>	<b>3,108</b>	<b>816</b>	<b>1,548</b>
16 Resident Participation Units	-	-	68	-
<b>Special Provision for Utilities</b>				
17 Unit Months	-	-	-	-

**Section 3**

<b>Project Expense Level</b>				
01 PEL	\$	288.22	\$	384.22
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL	\$	296.00	\$	394.59
<b>04 PEL</b>	\$	<b>919,968</b>	\$	<b>610,825</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense	\$	89.10	\$	183.01
<b>06 UEL</b>	\$	<b>276,923</b>	\$	<b>283,299</b>
<b>Add-ons</b>				
07 Self-Sufficiency	\$	-	\$	-
08 Energy Loan Amortization	\$	38,920	\$	21,582
09 PILOT	\$	1,841	\$	-
10 Cost of Audit	\$	3,443	\$	1,715
11 Resident Participation	\$	1,700	\$	3,200
12 Asset Management Fee	\$	12,432	\$	6,192
13 Information Technology Fee	\$	6,216	\$	3,096
14 Asset Repositioning Fee	\$	-	\$	-
15 Changes in law, etc.	\$	-	\$	-
<b>16 Total Add-ons</b>	\$	<b>64,552</b>	\$	<b>35,785</b>
<b>17 Total Formula Expenses</b>	\$	<b>1,261,443</b>	\$	<b>929,909</b>
<b>Formula Income</b>				
01 PUM Formula Income	\$	191.02	\$	155.48
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income	\$	191.02	\$	155.48
<b>04 Total Formula Income</b>	\$	<b>593,690</b>	\$	<b>240,683</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>	\$	-	\$	-
<b>Calculation of Formula Amount</b>				
01 Formula Calculation	\$	667,753	\$	689,226
02 Cost of Audit	\$	3,443	\$	1,715
<b>03 Formula Amount</b>	\$	<b>667,753</b>	\$	<b>689,226</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #28</b>	<b>AMP #30</b>
Sunridge/Robinsdale/Claremont/Vic Sq	The Park at Oaklawn

**Section 2**

<b>ACC Units 7/1/2009</b>	(7)	156	-	89
Additions		-		
Deletions		-		
<b>ACC Units 6/30/2010</b>		156		89
<b>Occupied Unit Months</b>				
01 Occupied Units	1,816	1,816	1,816	1,058
02 Occupied Units by police	-		-	
03 New units in funding period	-		-	
04 New units - Oct-Dec	-		-	
<b>Vacant Unit Months</b>				
05 Mod units	-			
06 Special Use Units	36	36		
07 Litigation		-		
08 Disasters	-			
09 Casualty Loss	-			
10 Changing Market Condition	-			
11 Vacant, not categorized	27		10	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee	-			
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		27		10
<b>15 Total Unit Months</b>	<b>1,879</b>	<b>1,879</b>	<b>1,816</b>	<b>1,068</b>
16 Resident Participation Units	(7)		151	-
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 366.33		\$ 397.91
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 376.22		\$ 408.65
<b>04 PEL</b>		<b>\$ 706,917</b>		<b>\$ 436,438</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 159.88		\$ 68.28
<b>06 UEL</b>		<b>\$ 300,415</b>		<b>\$ 72,923</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ 4,113		\$ -
09 PILOT		\$ -		\$ 10,165
10 Cost of Audit		\$ 2,074		\$ 5,825
11 Resident Participation		\$ 3,775		\$ 2,200
12 Asset Management Fee		\$ 7,516		\$ 4,272
13 Information Technology Fee		\$ 3,758		\$ 2,136
14 Asset Repositioning Fee		\$ -		
15 Changes in law, etc.		\$ -		
<b>16 Total Add-ons</b>		<b>\$ 21,236</b>		<b>\$ 24,598</b>
<b>17 Total Formula Expenses</b>		<b>\$ 1,028,568</b>		<b>\$ 533,959</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 157.20		\$ 260.80
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 157.20		\$ 260.80
<b>04 Total Formula Income</b>		<b>\$ 295,379</b>		<b>\$ 278,534</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 733,189		\$ 255,425
02 Cost of Audit		\$ 2,074		\$ 5,825
<b>03 Formula Amount</b>		<b>\$ 733,189</b>		<b>\$ 255,425</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #31 Rocky Branch II (Rivermere)</b>	<b>AMP #32 Arbor Glen II</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	20	-	40
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		20		40
<b>Occupied Unit Months</b>				
01 Occupied Units	239	239	239	475
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units				
06 Special Use Units				
07 Litigation				
08 Disasters				
09 Casualty Loss				
10 Changing Market Condition				
11 Vacant, not categorized	1		5	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		1		5
<b>15 Total Unit Months</b>	<b>240</b>	<b>240</b>	<b>239</b>	<b>480</b>
16 Resident Participation Units	-		20	40
<b>Special Provision for Utilities</b>				
17 Unit Months				

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 364.40		\$ 383.54
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 374.24		\$ 393.90
<b>04 PEL</b>		<b>\$ 89,818</b>		<b>\$ 189,072</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 38.25		\$ 46.19
<b>06 UEL</b>		<b>\$ 9,180</b>		<b>\$ 22,171</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ 7,872		\$ 11,785
10 Cost of Audit		\$ 1,641		\$ 4,664
11 Resident Participation		\$ 500		\$ 1,000
12 Asset Management Fee		\$ 960		\$ 1,920
13 Information Technology Fee		\$ 480		\$ 960
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 11,453</b>		<b>\$ 20,329</b>
<b>17 Total Formula Expenses</b>		<b>\$ 110,451</b>		<b>\$ 231,572</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 190.32		\$ 237.45
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 190.32		\$ 237.45
<b>04 Total Formula Income</b>		<b>\$ 45,677</b>		<b>\$ 113,976</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 64,774		\$ 117,596
02 Cost of Audit		\$ 1,641		\$ 4,664
<b>03 Formula Amount</b>		<b>\$ 64,774</b>		<b>\$ 117,596</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #33 Mayfield Terrace (Nia Point)</b>	<b>AMP #35 Arbor Glen III</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	29	-	12
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		29		12
<b>Occupied Unit Months</b>				
01 Occupied Units	344	344	344	144
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units				
06 Special Use Units				
07 Litigation				
08 Disasters				
09 Casualty Loss				
10 Changing Market Condition				
11 Vacant, not categorized	4		-	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		4		-
<b>15 Total Unit Months</b>	<b>348</b>	<b>348</b>	<b>344</b>	<b>144</b>
16 Resident Participation Units	-		29	-
<b>Special Provision for Utilities</b>				
17 Unit Months				

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 375.93		\$ 383.28
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 386.08		\$ 393.63
<b>04 PEL</b>		<b>\$ 134,356</b>		<b>\$ 56,683</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 37.98		\$ 43.19
<b>06 UEL</b>		<b>\$ 13,217</b>		<b>\$ 6,219</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ 5,294		\$ 2,204
10 Cost of Audit		\$ 3,795		\$ 4,111
11 Resident Participation		\$ 725		\$ 300
12 Asset Management Fee		\$ 1,392		\$ 576
13 Information Technology Fee		\$ 696		\$ 288
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 11,902</b>		<b>\$ 7,479</b>
<b>17 Total Formula Expenses</b>		<b>\$ 159,475</b>		<b>\$ 70,381</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 154.27		\$ 284.02
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 154.27		\$ 284.02
<b>04 Total Formula Income</b>		<b>\$ 53,686</b>		<b>\$ 40,899</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 105,789		\$ 29,482
02 Cost of Audit		\$ 3,795		\$ 4,111
<b>03 Formula Amount</b>		<b>\$ 105,789</b>		<b>\$ 29,482</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #37 Seigle 60 (McAden Park)</b>	<b>AMP #38 Stonehaven</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	30	-	24
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		<b>30</b>		<b>24</b>
<b>Occupied Unit Months</b>				
01 Occupied Units	356	356	356	265
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units				
06 Special Use Units				
07 Litigation				
08 Disasters				
09 Casualty Loss				
10 Changing Market Condition				
11 Vacant, not categorized	4		23	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		4		9
<b>15 Total Unit Months</b>	<b>360</b>	<b>360</b>	<b>356</b>	<b>265</b>
16 Resident Participation Units	-		30	22
<b>Special Provision for Utilities</b>				
17 Unit Months				

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 374.91		\$ 327.17
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 385.03		\$ 336.00
<b>04 PEL</b>		<b>\$ 138,611</b>		<b>\$ 92,064</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 34.27		\$ 41.54
<b>06 UEL</b>		<b>\$ 12,337</b>		<b>\$ 11,382</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ -		\$ -
10 Cost of Audit		\$ -		\$ 927
11 Resident Participation		\$ 750		\$ 550
12 Asset Management Fee		\$ 1,440		\$ 1,152
13 Information Technology Fee		\$ 720		\$ 576
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 2,910</b>		<b>\$ 3,205</b>
<b>17 Total Formula Expenses</b>		<b>\$ 153,858</b>		<b>\$ 106,651</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 190.93		\$ 178.70
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 190.93		\$ 178.70
<b>04 Total Formula Income</b>		<b>\$ 68,735</b>		<b>\$ 48,964</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 85,123		\$ 57,687
02 Cost of Audit		\$ -		\$ 927
<b>03 Formula Amount</b>		<b>\$ 85,123</b>		<b>\$ 57,687</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #39 Montgomery Gardens	AMP #40 Prosperity Creek
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	20	-	72
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		20		72
<b>Occupied Unit Months</b>				
01 Occupied Units	238	238	238	862
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units				
06 Special Use Units				
07 Litigation				
08 Disasters				
09 Casualty Loss				
10 Changing Market Condition				
11 Vacant, not categorized	2		2	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		2		2
<b>15 Total Unit Months</b>	240	240	238	864
16 Resident Participation Units	-		20	72
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 357.18		\$ 268.51
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 366.82		\$ 275.76
<b>04 PEL</b>		\$ 88,037		\$ 238,257
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 43.94		\$ 30.51
<b>06 UEL</b>		\$ 10,546		\$ 26,361
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ 2,894		\$ 74,727
10 Cost of Audit		\$ 2,788		\$ 19,176
11 Resident Participation		\$ 500		\$ 1,800
12 Asset Management Fee		\$ 960		\$ 3,456
13 Information Technology Fee		\$ 480		\$ 1,728
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		\$ 7,622		\$ 100,887
<b>17 Total Formula Expenses</b>		\$ 106,205		\$ 365,505
<b>Formula Income</b>				
01 PUM Formula Income		\$ 185.49		\$ 157.63
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 185.49		\$ 157.63
<b>04 Total Formula Income</b>		\$ 44,518		\$ 136,192
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		\$ -		\$ -
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 61,687		\$ 229,313
02 Cost of Audit		\$ 2,788		\$ 19,176
<b>03 Formula Amount</b>		\$ 61,687		\$ 229,313

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #41 South Oak Crossing</b>	<b>AMP #42 Springfield Gardens</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	20	-	22
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		20		22
<b>Occupied Unit Months</b>				
01 Occupied Units	233	233	233	261
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units				
06 Special Use Units				
07 Litigation				
08 Disasters				
09 Casualty Loss				
10 Changing Market Condition				
11 Vacant, not categorized	7		3	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		7		3
<b>15 Total Unit Months</b>	240	240	233	264
16 Resident Participation Units	-		19	22
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 371.81		\$ 371.81
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 381.85		\$ 381.85
<b>04 PEL</b>		\$ 91,644		\$ 100,808
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 41.58		\$ 36.24
<b>06 UEL</b>		\$ 9,979		\$ 9,567
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ -		\$ 7,504
10 Cost of Audit		\$ -		\$ 2,714
11 Resident Participation		\$ 475		\$ 550
12 Asset Management Fee		\$ 960		\$ 1,056
13 Information Technology Fee		\$ 480		\$ 528
14 Asset Repositioning Fee		\$ -		\$ -
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		\$ 1,915		\$ 12,352
<b>17 Total Formula Expenses</b>		\$ 103,538		\$ 122,727
<b>Formula Income</b>				
01 PUM Formula Income		\$ 163.19		\$ 180.63
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 163.19		\$ 180.63
<b>04 Total Formula Income</b>		\$ 39,166		\$ 47,686
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		\$ -		\$ -
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 64,372		\$ 75,041
02 Cost of Audit		\$ -		\$ 2,714
<b>03 Formula Amount</b>		\$ 64,372		\$ 75,041

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #44 940 Brevard</b>	<b>AMP #45 Seigle Point Apartments</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	30	40	-	102
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		<b>40</b>		<b>102</b>
<b>Occupied Unit Months</b>				
01 Occupied Units	440	440	440	1,206
02 Occupied Units by police			-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units		-		-
06 Special Use Units		-		-
07 Litigation		-		-
08 Disasters		-		-
09 Casualty Loss		-		-
10 Changing Market Condition		-		-
11 Vacant, not categorized	10		18	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		10		18
<b>15 Total Unit Months</b>	<b>450</b>	<b>450</b>	<b>440</b>	<b>1,224</b>
16 Resident Participation Units			37	101
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 283.40		\$ 395.50
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 291.05		\$ 406.18
<b>04 PEL</b>		<b>\$ 130,973</b>		<b>\$ 497,164</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 31.80		\$ 42.06
<b>06 UEL</b>		<b>\$ 14,310</b>		<b>\$ 51,481</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ 5,910		\$ -
10 Cost of Audit		\$ 5,000		\$ -
11 Resident Participation		\$ 925		\$ 2,525
12 Asset Management Fee		\$ 1,800		\$ 4,896
13 Information Technology Fee		\$ 900		\$ 2,448
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 14,535</b>		<b>\$ 9,869</b>
<b>17 Total Formula Expenses</b>		<b>\$ 159,818</b>		<b>\$ 558,514</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 172.49		\$ 190.11
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 172.49		\$ 190.11
<b>04 Total Formula Income</b>		<b>\$ 77,621</b>		<b>\$ 232,695</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 82,197		\$ 325,819
02 Cost of Audit		\$ 5,000		\$ -
<b>03 Formula Amount</b>		<b>\$ 82,197</b>		<b>\$ 325,819</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #46 Springcroft at Ashley Park</b>	<b>AMP #48 McAlpine Terrace Apartments</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	18	18	53	26
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		18		26
<b>Occupied Unit Months</b>				
01 Occupied Units	196	196	196	258
02 Occupied Units by police		-	-	-
03 New units in funding period		-	-	-
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units		-	-	-
06 Special Use Units		-	-	-
07 Litigation		-	-	-
08 Disasters		-	-	-
09 Casualty Loss		-	-	-
10 Changing Market Condition		-	-	-
11 Vacant, not categorized	2		1	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		2		1
<b>15 Total Unit Months</b>	<b>198</b>	<b>198</b>	<b>196</b>	<b>259</b>
16 Resident Participation Units			16	22
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 268.51		\$ 268.51
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 275.76		\$ 275.76
<b>04 PEL</b>		<b>\$ 54,600</b>		<b>\$ 71,422</b>
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 43.23		\$ 67.69
<b>06 UEL</b>		<b>\$ 8,560</b>		<b>\$ 17,532</b>
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ 5,893		\$ -
10 Cost of Audit		\$ 4,851		\$ -
11 Resident Participation		\$ 400		\$ 550
12 Asset Management Fee		\$ 792		\$ 1,036
13 Information Technology Fee		\$ 396		\$ 518
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		<b>\$ 12,332</b>		<b>\$ 2,104</b>
<b>17 Total Formula Expenses</b>		<b>\$ 75,492</b>		<b>\$ 91,058</b>
<b>Formula Income</b>				
01 PUM Formula Income		\$ 165.81		\$ 209.78
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 165.81		\$ 209.78
<b>04 Total Formula Income</b>		<b>\$ 32,830</b>		<b>\$ 54,333</b>
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		<b>\$ -</b>		<b>\$ -</b>
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 42,662		\$ 36,725
02 Cost of Audit		\$ 4,851		\$ -
<b>03 Formula Amount</b>		<b>\$ 42,662</b>		<b>\$ 36,725</b>

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #49 Glen Cove Apartments	AMP #50 Fairmarket Square Apartments
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**Section 2**

<b>ACC Units 7/1/2009</b>	-	10	125	16
Additions				
Deletions				
<b>ACC Units 6/30/2010</b>		10		16
<b>Occupied Unit Months</b>				
01 Occupied Units	117	117	117	67
02 Occupied Units by police			-	-
03 New units in funding period		-	-	125
04 New units - Oct-Dec		-	-	-
<b>Vacant Unit Months</b>				
05 Mod units		-		
06 Special Use Units		-		
07 Litigation		-		
08 Disasters		-		
09 Casualty Loss		-		
10 Changing Market Condition		-		
11 Vacant, not categorized	3		-	
<b>Other ACC</b>				
12 Eligible for Asset Repo Fee				
13 All Other				
<b>Calculations</b>				
14 Limited Vacancies		3		-
<b>15 Total Unit Months</b>	120	120	117	192
16 Resident Participation Units			10	16
<b>Special Provision for Utilities</b>				
17 Unit Months		-		-

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 371.81		\$ 371.81
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 381.85		\$ 381.85
<b>04 PEL</b>		\$ 45,822		\$ 73,315
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 42.88		\$ 61.03
<b>06 UEL</b>		\$ 5,146		\$ 11,718
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ -		\$ -
10 Cost of Audit		\$ -		\$ -
11 Resident Participation		\$ 250		\$ 400
12 Asset Management Fee		\$ 480		\$ 768
13 Information Technology Fee		\$ 240		\$ 384
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
<b>16 Total Add-ons</b>		\$ 970		\$ 1,552
<b>17 Total Formula Expenses</b>		\$ 51,938		\$ 86,585
<b>Formula Income</b>				
01 PUM Formula Income		\$ 191.29		\$ 203.78
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 191.29		\$ 203.78
<b>04 Total Formula Income</b>		\$ 22,955		\$ 39,126
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
<b>04 Total Other Formula Provis</b>		\$ -		\$ -
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 28,983		\$ 47,459
02 Cost of Audit		\$ -		\$ -
<b>03 Formula Amount</b>		\$ 28,983		\$ 47,459

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #51 McCresh Place	AMP #52 Seneca Woods Apartments
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**Section 2**

<b>ACC Units 7/1/2009</b>	8			73		-
Additions			63			17
Deletions						-
<b>ACC Units 6/30/2010</b>			63			17
<b>Occupied Unit Months</b>						
01 Occupied Units	-	-	-	4	4	4
02 Occupied Units by police			-			-
03 New units in funding period	748	748	748	97	97	97
04 New units - Oct-Dec		-	-		-	-
<b>Vacant Unit Months</b>						
05 Mod units		-			-	
06 Special Use Units		-			-	
07 Litigation		-			-	
08 Disasters		-			-	
09 Casualty Loss		-			-	
10 Changing Market Condition		-			-	
11 Vacant, not categorized				30		
<b>Other ACC</b>						
12 Eligible for Asset Repo Fee						
13 All Other						
<b>Calculations</b>						
14 Limited Vacancies		-			6	
15 <b>Total Unit Months</b>	748	748	748	131	107	101
16 Resident Participation Units			62			8
<b>Special Provision for Utilities</b>						
17 Unit Months		-			-	

**Section 3**

<b>Project Expense Level</b>						
01 PEL		\$	270.97		\$	374.03
02 Inflation Factor			1,02700			1,02700
03 Inflated PEL		\$	278.29		\$	384.13
04 <b>PEL</b>		\$	208,161		\$	41,102
<b>Utilities Expense Level</b>						
05 PUM Utilities Expense		\$	29.75		\$	93.76
06 <b>UEL</b>		\$	22,253		\$	10,032
<b>Add-ons</b>						
07 Self-Sufficiency		\$	-		\$	-
08 Energy Loan Amortization		\$	-		\$	-
09 PILOT		\$	-		\$	-
10 Cost of Audit		\$	120		\$	-
11 Resident Participation		\$	1,550		\$	200
12 Asset Management Fee		\$	2,992		\$	524
13 Information Technology Fee		\$	1,496		\$	262
14 Asset Repositioning Fee		\$	-		\$	-
15 Changes in law, etc.		\$	-		\$	-
16 <b>Total Add-ons</b>		\$	6,158		\$	986
17 <b>Total Formula Expenses</b>		\$	236,572		\$	52,120
<b>Formula Income</b>						
01 PUM Formula Income		\$	217.36		\$	160.98
02 PUM Change in Utility Allow			-			-
03 PUM Adj Formula Income		\$	217.36		\$	160.98
04 <b>Total Formula Income</b>		\$	162,585		\$	17,225
<b>Other Formula Provisions</b>						
01 Moving to work			-			-
02 Transition Funding						
03 Other						
04 <b>Total Other Formula Provis</b>		\$	-		\$	-
<b>Calculation of Formula Amount</b>						
01 Formula Calculation		\$	73,987		\$	34,895
02 Cost of Audit		\$	120		\$	-
03 <b>Formula Amount</b>		\$	73,987		\$	34,895

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #53 Ashley Square Apartments</b>	<b>AMP #54 Hampton Creste Apartments</b>
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**Section 2**

<b>ACC Units 7/1/2009</b>	131	22			
Additions					
Deletions					
<b>ACC Units 6/30/2010</b>		22			-
<b>Occupied Unit Months</b>					
01 Occupied Units	133	133	133	-	-
02 Occupied Units by police			-		-
03 New units in funding period	131	131	131	-	-
04 New units - Oct-Dec		-	-	-	-
<b>Vacant Unit Months</b>					
05 Mod units		-		-	
06 Special Use Units		-		-	
07 Litigation		-		-	
08 Disasters		-		-	
09 Casualty Loss		-		-	
10 Changing Market Condition		-		-	
11 Vacant, not categorized	-			-	
<b>Other ACC</b>					
12 Eligible for Asset Repo Fee					
13 All Other					
<b>Calculations</b>					
14 Limited Vacancies		-		-	
15 <b>Total Unit Months</b>	264	264	264	-	-
16 Resident Participation Units			22		-
<b>Special Provision for Utilities</b>					
17 Unit Months		-		-	

**Section 3**

<b>Project Expense Level</b>				
01 PEL		\$ 330.66		\$ -
02 Inflation Factor		1,02700		1,02700
03 Inflated PEL		\$ 339.59		\$ -
04 <b>PEL</b>		\$ 89,652		\$ -
<b>Utilities Expense Level</b>				
05 PUM Utilities Expense		\$ 22.92		
06 <b>UEL</b>		\$ 6,051		\$ -
<b>Add-ons</b>				
07 Self-Sufficiency		\$ -		\$ -
08 Energy Loan Amortization		\$ -		\$ -
09 PILOT		\$ -		\$ -
10 Cost of Audit		\$ -		\$ -
11 Resident Participation		\$ 550		\$ -
12 Asset Management Fee		\$ 1,056		\$ -
13 Information Technology Fee		\$ 528		\$ -
14 Asset Repositioning Fee				
15 Changes in law, etc.		\$ -		\$ -
16 <b>Total Add-ons</b>		\$ 2,134		\$ -
17 <b>Total Formula Expenses</b>		\$ 97,837		\$ -
<b>Formula Income</b>				
01 PUM Formula Income		\$ 212.55		
02 PUM Change in Utility Allow		-		-
03 PUM Adj Formula Income		\$ 212.55		\$ -
04 <b>Total Formula Income</b>		\$ 56,113		\$ -
<b>Other Formula Provisions</b>				
01 Moving to work		-		-
02 Transition Funding				
03 Other				
04 <b>Total Other Formula Provis</b>		\$ -		\$ -
<b>Calculation of Formula Amount</b>				
01 Formula Calculation		\$ 41,724		\$ -
02 Cost of Audit		\$ -		\$ -
03 <b>Formula Amount</b>		\$ 41,724		\$ -

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

AMP #55 Moore Place Apartments	AMP #56 Steele Creek Apartments
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**Section 2**

<b>ACC Units 7/1/2009</b>			-			-
Additions						
Deletions						
<b>ACC Units 6/30/2010</b>			-			-
<b>Occupied Unit Months</b>						
01 Occupied Units		-	-		-	-
02 Occupied Units by police			-			-
03 New units in funding period		-	-		-	-
04 New units - Oct-Dec		-	-		-	-
<b>Vacant Unit Months</b>						
05 Mod units		-			-	
06 Special Use Units		-			-	
07 Litigation		-			-	
08 Disasters		-			-	
09 Casualty Loss		-			-	
10 Changing Market Condition		-			-	
11 Vacant, not categorized	-			-		
<b>Other ACC</b>						
12 Eligible for Asset Repo Fee						
13 All Other						
<b>Calculations</b>						
14 Limited Vacancies		-		-		
15 <b>Total Unit Months</b>	-	-	-	-	-	-
16 Resident Participation Units			-			-
<b>Special Provision for Utilities</b>						
17 Unit Months		-			-	

**Section 3**

<b>Project Expense Level</b>						
01 PEL		\$ -		\$ -		
02 Inflation Factor			1.02700			1.02700
03 Inflated PEL		\$ -		\$ -		
04 <b>PEL</b>		\$ -		\$ -		
<b>Utilities Expense Level</b>						
05 PUM Utilities Expense						
06 <b>UEL</b>		\$ -		\$ -		
<b>Add-ons</b>						
07 Self-Sufficiency		\$ -		\$ -		
08 Energy Loan Amortization		\$ -		\$ -		
09 PILOT		\$ -		\$ -		
10 Cost of Audit		\$ -		\$ -		
11 Resident Participation		\$ -		\$ -		
12 Asset Management Fee		\$ -		\$ -		
13 Information Technology Fee		\$ -		\$ -		
14 Asset Repositioning Fee		\$ -		\$ -		
15 Changes in law, etc.		\$ -		\$ -		
16 <b>Total Add-ons</b>		\$ -		\$ -		
17 <b>Total Formula Expenses</b>		\$ -		\$ -		
<b>Formula Income</b>						
01 PUM Formula Income						
02 PUM Change in Utility Allow			-			-
03 PUM Adj Formula Income		\$ -		\$ -		
04 <b>Total Formula Income</b>		\$ -		\$ -		
<b>Other Formula Provisions</b>						
01 Moving to work			-			-
02 Transition Funding						
03 Other						
04 <b>Total Other Formula Provis</b>		\$ -		\$ -		
<b>Calculation of Formula Amount</b>						
01 Formula Calculation		\$ -		\$ -		
02 Cost of Audit		\$ -		\$ -		
03 <b>Formula Amount</b>		\$ -		\$ -		

**Housing Authority of the City of Charlotte  
CY 2011 AMP Operating Subsidy Requests**

<b>AMP #57</b>	<b>Total AMPS</b>
<b>Woodlawn House Apartments</b>	

**Section 2**

<b>ACC Units 7/1/2009</b>			-			3,325
Additions						80
Deletions						-
<b>ACC Units 6/30/2010</b>			-			<b>3,405</b>
<b>Occupied Unit Months</b>						
01 Occupied Units		-	-	35,739	35,739	35,739
02 Occupied Units by police			-	48		48
03 New units in funding period		-	-	1,101	1,101	1,101
04 New units - Oct-Dec			-	-		-
<b>Vacant Unit Months</b>						
05 Mod units		-		170	170	
06 Special Use Units				310	310	
07 Litigation		-		2,292	2,292	
08 Disasters				-	-	
09 Casualty Loss				-	-	
10 Changing Market Condition				-	-	
11 Vacant, not categorized	-			267		
<b>Other ACC</b>						
12 Eligible for Asset Repo Fee				742		
13 All Other						
<b>Calculations</b>						
14 Limited Vacancies		-			229	
<b>15 Total Unit Months</b>	-	-	-	<b>40,669</b>	<b>39,841</b>	<b>36,888</b>
16 Resident Participation Units						3,074
<b>Special Provision for Utilities</b>						
17 Unit Months						

**Section 3**

<b>Project Expense Level</b>						
01 PEL		\$	-			
02 Inflation Factor			1.02700			
03 Inflated PEL		\$	-			
<b>04 PEL</b>		\$	-			\$ 14,605,406
<b>Utilities Expense Level</b>						
05 PUM Utilities Expense						
<b>06 UEL</b>		\$	-			\$ 4,486,381
<b>Add-ons</b>						
07 Self-Sufficiency		\$	-			\$ -
08 Energy Loan Amortization		\$	-			\$ 283,412
09 PILOT		\$	-			\$ 357,554
10 Cost of Audit		\$	-			\$ 92,671
11 Resident Participation		\$	-			\$ 76,875
12 Asset Management Fee		\$	-	162,676		\$ 162,676
13 Information Technology Fee		\$	-			\$ 81,338
14 Asset Repositioning Fee		\$	-			\$ 1,009,688
15 Changes in law, etc.		\$	-			\$ -
<b>16 Total Add-ons</b>		\$	-			\$ 2,064,214
<b>17 Total Formula Expenses</b>		\$	-			\$ 21,156,001
<b>Formula Income</b>						
01 PUM Formula Income						
02 PUM Change in Utility Allow			-			
03 PUM Adj Formula Income		\$	-			
<b>04 Total Formula Income</b>		\$	-			\$ 7,973,427
<b>Other Formula Provisions</b>						
01 Moving to work			-			-
02 Transition Funding						
03 Other						
<b>04 Total Other Formula Provis</b>		\$	-			\$ -
<b>Calculation of Formula Amount</b>						
01 Formula Calculation		\$	-			\$ 13,182,574
02 Cost of Audit		\$	-			\$ 92,671
<b>03 Formula Amount</b>		\$	-			\$ 13,182,574

**Charlotte Housing Authority  
Demolition/Disposition Activity**

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Edwin Towers</b>
1b. Development (project) number: 3-06
2. Activity type: <input type="checkbox"/> Demolition <input checked="" type="checkbox"/> Disposition
3. Application Status Approved Submitted, pending <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: 2011 – 2016
5. Number of units affected: None
6. Coverage of action  <input checked="" type="checkbox"/> Part of the development <input type="checkbox"/> Total development
7. Timeline for Activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Central Office (Held by COCC)</b>
1b. Development (project) number: 3-07
2. Activity type: <input type="checkbox"/> Demolition <input checked="" type="checkbox"/> Disposition <input type="checkbox"/> Transfer to COCC
3. Application status Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: None
6. Coverage of action Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Dillehay Courts</b>
1b. Development (project) number: 3-12
2. Activity type: Demolition

APPENDIX K

<b>X Disposition</b>
3. Application status Approved Submitted, pending approval <b>X Planned application</b>
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 136
6. Coverage of action Part of the development <b>X Total development</b>
7. Timeline for activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Cedar Knoll</b>
1b. Development (project) number: 3-16N
2. Activity type: Demolition <b>X Disposition</b>
3. Application status Approved Submitted, pending approval <b>X Planned application</b>
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 49
6. Coverage of action <b>X Part of the development</b> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Tall Oaks</b>
1b. Development (project) number: 3-20
2. Activity type: Demolition <b>X Disposition</b>
3. Application status Approved Submitted, pending approval <b>X Planned application</b>
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 79
6. Coverage of action Part of the development

APPENDIX K

X Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>	
1a. Development name: <b>Savanna Woods</b>	
1b. Development (project) number: 3-21M	
2. Activity type: Demolition X Disposition	
3. Application status Approved Submitted, pending approval X Planned application	
4. Date application approved, submitted, or planned for submission: 2011-2016	
5. Number of units affected: 49	
6. Coverage of action Part of the development X Total development	
7. Timeline for activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016	

<b>Demolition/Disposition Activity Description</b>	
1a. Development name: <b>Hall House</b>	
1b. Development (project) number: 3-22	
2. Activity type: Demolition X Disposition	
3. Application status Approved Submitted, pending approval X Planned application	
4. Date application approved, submitted, or planned for submission: 2006 - 2014	
5. Number of units affected: 191	
6. Coverage of action Part of the development X Total development	
7. Timeline for activity: a. Actual or projected start date of activity: 2006 b. Projected end date of activity: 2014	

<b>Demolition/Disposition Activity Description</b>	
1a. Development name: <b>Tarlton Hills</b>	
1b. Development (project) number: 3-23	
2. Activity type: Demolition	

APPENDIX K

<input checked="" type="checkbox"/> Disposition
3. Application status Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: 2011 - 2016
5. Number of units affected: 21
6. Coverage of action Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011 - 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Gladedale</b>
1b. Development (project) number: 3-25
2. Activity type:     Demolition <input checked="" type="checkbox"/> Disposition
3. Application status Approved Submitted, pending approval Planned application
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 49
6. Coverage of action Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011 - 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Central Maintenance (Held by COCC)</b>
1b. Development (project) number: 3-31
2. Activity type:     Demolition <input checked="" type="checkbox"/> Disposition Transfer to COCC
3. Application status Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 0
6. Coverage of action

Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011-2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Claremont</b>
1b. Development (project) number: 3-93
2. Activity type:     Demolition <input checked="" type="checkbox"/> Disposition
3. Application status Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 50
6. Coverage of action Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011-2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Victoria Square</b>
1b. Development (project) number: 3-95
2. Activity type:     Demolition <input checked="" type="checkbox"/> Disposition
3. Application status Approved Submitted, pending approval <input checked="" type="checkbox"/> Planned application
4. Date application approved, submitted, or planned for submission: 2011-2016
5. Number of units affected: 32
6. Coverage of action Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2011-2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
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APPENDIX K

1a. Development name: <b>Parktowne Terrace</b>
1b. Development (project) number: 3-19
2. Activity type: Demolition X Disposition
3. Application status Approved X Submitted, pending approval Planned application
4. Date application approved, submitted, or planned for submission: 2010-2016
5. Number of units affected: 164
6. Coverage of action Part of the development X Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2010 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: Strawn Apartments
1b. Development (project) number: 3-07
2. Activity type: ___ Demolition X Disposition
3. Application status Approved Submitted, pending approval * X Planned application
4. Date application approved, submitted, or planned for submission 2011-2016
5. Number of units affected: None
6. Coverage of action X Part of the development Total development
7. Timeline for Activity: a. Actual or projected start date of activity: 2011 – 2016 b. Projected end date of activity: 2016

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Boulevard Homes</b>
1b. Development (project) number: 3-11
2. Activity type: X Demolition X Disposition
3. Application status X Approved Submitted, pending approval

APPENDIX K

Planned application
4. Date application approved, submitted, or planned for submission: 2008-2009
5. Number of units affected: 300
6. Coverage of action Part of the development <input checked="" type="checkbox"/> Total development
7. Timeline for activity: a. Actual or projected start date of activity: 2009 – 2012 b. Projected end date of activity: 2012

<b>Demolition/Disposition Activity Description</b>
1a. Development name: <b>Arbor Glen 50 Units and FIC Building</b>
1b. Development (project) number: 3-09
2. Activity type: Demolition <input checked="" type="checkbox"/> Disposition
3. Application status <input checked="" type="checkbox"/> Approved Submitted, pending approval Planned application
4. Date application approved, submitted, or planned for submission: 10/1/06 Approved
5. Number of units affected: 50 Units and FIC Building
6. Coverage of action <input checked="" type="checkbox"/> Part of the development Total development
7. Timeline for activity: a. Actual or projected start date of activity: 11-15-03 b. Projected end date of activity: 12-31-09

APPENDIX L

<b>Sample 2 Bedroom Rent Bands</b>					
	Minimum Rent		75		
	Fair Market Rent		819		
Income Range		30% of low end	TTP	Incentive Account Deposit	
\$0	\$2,499	\$0	\$75	\$0	Minimum Rent is greater than 30% of income
\$2,500	\$4,999	\$63	\$75	\$0	
\$5,000	\$7,499	\$125	\$125	\$0	
\$7,500	\$9,999	\$188	\$188	\$0	
\$10,000	\$12,499	\$250	\$250	\$0	
\$12,500	\$14,999	\$313	\$313	\$25	
\$15,000	\$17,499	\$375	\$375	\$40	
\$17,500	\$19,999	\$438	\$438	\$55	
\$20,000	\$22,499	\$500	\$500	\$70	
\$22,500	\$24,999	\$563	\$563	\$85	
\$25,000	\$27,499	\$625	\$625	\$100	****40% AMI reached, 3 year incentive period begins
\$27,500	\$29,999	\$688	\$688	\$100	
\$30,000	\$32,499	\$750	\$750	\$100	
\$32,500	\$34,999	\$813	\$813	\$100	Ceiling Rent is reached, rent does not increase unless fair market rent increases
\$35,000	\$37,499	\$875	\$819	\$100	
\$37,500	\$39,999	\$938	\$819	\$100	
\$40,000	\$42,499	\$1,000	\$819	\$100	
\$42,500	\$44,999	\$1,063	\$819	\$100	
\$45,000	\$47,499	\$1,125	\$819	\$0	**70% AMI is reached, incentive account deposits end
\$47,500	\$49,999	\$1,188	\$819	\$0	

APPENDIX L

<b>Sample 3 Bedroom Rent Bands</b>					
	Minimum Rent		75		
	Fair Market Rent		1016		
Income Range		30% of low end	TTP	Incentive Account Deposit	
\$0	\$2,499	\$0	\$75	\$0	Minimum Rent is greater than 30% of income
\$2,500	\$4,999	\$63	\$75	\$0	
\$5,000	\$7,499	\$125	\$125	\$0	
\$7,500	\$9,999	\$188	\$188	\$0	
\$10,000	\$12,499	\$250	\$250	\$0	
\$12,500	\$14,999	\$313	\$313	\$25	
\$15,000	\$17,499	\$375	\$375	\$40	
\$17,500	\$19,999	\$438	\$438	\$55	
\$20,000	\$22,499	\$500	\$500	\$70	
\$22,500	\$24,999	\$563	\$563	\$85	
\$25,000	\$27,499	\$625	\$625	\$100	****40% AMI reached, 3 year incentive period begins
\$27,500	\$29,999	\$688	\$688	\$100	
\$30,000	\$32,499	\$750	\$750	\$100	
\$32,500	\$34,999	\$813	\$813	\$100	
\$35,000	\$37,499	\$875	\$875	\$100	
\$37,500	\$39,999	\$938	\$938	\$100	
\$40,000	\$42,499	\$1,000	\$1,000	\$100	
\$42,500	\$44,999	\$1,063	\$1,016	\$100	Ceiling Rent is reached, rent does not increase unless fair market rent increases
\$45,000	\$47,499	\$1,125	\$1,016	\$0	**70% AMI is reached, incentive account deposits end
\$47,500	\$49,999	\$1,188	\$1,016	\$0	

APPENDIX L

<b>Sample 4 Bedroom Rent Bands</b>					
	Minimum Rent		75		
	Fair Market Rent		1182		
Income Range		30% of low end	TTP	Incentive Account Deposit	
\$0	\$2,499	\$0	\$75	\$0	Minimum Rent is greater than 30% of income
\$2,500	\$4,999	\$63	\$75	\$0	
\$5,000	\$7,499	\$125	\$125	\$0	
\$7,500	\$9,999	\$188	\$188	\$0	
\$10,000	\$12,499	\$250	\$250	\$0	
\$12,500	\$14,999	\$313	\$313	\$25	
\$15,000	\$17,499	\$375	\$375	\$40	
\$17,500	\$19,999	\$438	\$438	\$55	
\$20,000	\$22,499	\$500	\$500	\$70	
\$22,500	\$24,999	\$563	\$563	\$85	
\$25,000	\$27,499	\$625	\$625	\$100	****40% AMI reached, 3 year incentive period begins
\$27,500	\$29,999	\$688	\$688	\$100	
\$30,000	\$32,499	\$750	\$750	\$100	
\$32,500	\$34,999	\$813	\$813	\$100	
\$35,000	\$37,499	\$875	\$875	\$100	
\$37,500	\$39,999	\$938	\$938	\$100	
\$40,000	\$42,499	\$1,000	\$1,000	\$100	
\$42,500	\$44,999	\$1,063	\$1,063	\$100	
\$45,000	\$47,499	\$1,125	\$1,125	\$0	**70% AMI is reached, incentive account deposits end
\$47,500	\$49,999	\$1,188	\$1,182	\$0	Ceiling Rent is reached, rent does not increase unless fair market rent increases

APPENDIX L

<b>Sample 5 Bedroom Rent Bands</b>					
	Minimum Rent		75		
	Fair Market Rent		1359		
Income Range		30% of low end	TTP	Incentive Account Deposit	
\$0	\$2,499	\$0	\$75	\$0	Minimum Rent is greater than 30% of income
\$2,500	\$4,999	\$63	\$75	\$0	
\$5,000	\$7,499	\$125	\$125	\$0	
\$7,500	\$9,999	\$188	\$188	\$0	
\$10,000	\$12,499	\$250	\$250	\$0	
\$12,500	\$14,999	\$313	\$313	\$25	
\$15,000	\$17,499	\$375	\$375	\$40	
\$17,500	\$19,999	\$438	\$438	\$55	
\$20,000	\$22,499	\$500	\$500	\$70	
\$22,500	\$24,999	\$563	\$563	\$85	
\$25,000	\$27,499	\$625	\$625	\$100	****40% AMI reached, 3 year incentive period begins
\$27,500	\$29,999	\$688	\$688	\$100	
\$30,000	\$32,499	\$750	\$750	\$100	
\$32,500	\$34,999	\$813	\$813	\$100	
\$35,000	\$37,499	\$875	\$875	\$100	
\$37,500	\$39,999	\$938	\$938	\$100	
\$40,000	\$42,499	\$1,000	\$1,000	\$100	
\$42,500	\$44,999	\$1,063	\$1,063	\$100	
\$45,000	\$47,499	\$1,125	\$1,125	\$0	**70% AMI is reached, incentive account deposits end
\$47,500	\$49,999	\$1,188	\$1,188	\$0	
\$50,000	\$52,499	\$1,250	\$1,250	\$0	
\$52,500	\$54,999	\$1,313	\$1,313	\$0	
\$55,000	\$57,499	\$1,375	\$1,359	\$0	Ceiling Rent is reached, rent does not increase unless fair market rent increases

Charlotte Housing Authority  
Lease Excerpt for Community Service Policy

**PART D: OBLIGATIONS OF THE RESIDENT**

24. To participate at least eight (8) hours a month in a community service program, (if required by the Charlotte Housing Authority or HUD) unless Resident is exempt from participating in such a program.

26. To participate in the "Work Supports" program and be in compliance with the work requirement of said program as outlined in the work requirement policy in the Housing Occupancy Plan when residing at a participating community. Residents at a non-participating community will be notified at least 60 days prior to the required participation in the moving forward initiatives.

**CHARLOTTE HOUSING AUTHORITY  
WORK REQUIREMENT POLICY**

CHA believes it is essential to create a clear expectation that all residents who are non-elderly and non-disabled should work. To this end, CHA plans to institute a work requirement under which the Head of Household will be expected to work full-time in the final phase. Full-time work is defined as a job for 30 hours or more per week.

When the program is launched at the community, all non-working residents (except the elderly and persons with disabilities) will undergo an assessment to determine the extent of any barriers to work. Clients who are prepared for work will be urged to look for work. Clients who are not prepared will be given other work participation activities to help them prepare for work, including life skills education, volunteering, and short-term vocational training.

During the introductory phase of the program, no residents will be sanctioned for failure to comply with the policy. This will give residents time to address barriers to work and better understand the policy.

After the introductory phase has passed, Head of Households will be expected to exhibit a good-faith effort to find work for a minimum of 15 hours a week and/or participate in other work participation activities, if determined to be appropriate by the case manager. Each additional adult Household member will increase the hours of work required by 5 hours/week (i.e. 3 adult members would be  $15 + 5 + 5 = 25$  hours per week).

At the beginning of the final phase of the work requirement, CHA will begin requiring the Head of Household to work full time (at least 30 hours /week). Each additional adult Household member will increase the number of work hours required by 10 hours/week (i.e. 3 adult members would be  $30 + 10 + 10 = 50$  hours per week).

**Work Requirement Non-Compliance Sanctions**

Residents living in a development where case management is offered who fail to comply with the terms of the Work requirement policy may be sanctioned. The sanctions will increase in magnitude the longer a resident is in non-compliance, and the sanctions shall be applied in phases as follows:

**Improvement Period:** Participants will have a two (2) month grace period to cure non-compliance; if not cured within two (2) months, Phase I sanctions will be applied. Participants may be granted extension if they are in compliance with their written improvement plan.

**Probationary Period:** Participants will lose 50% of their rental assistance for up to three (3) months. If they fail to correct the non-compliance within three (3) months, Non-compliance sanctions will be applied.

**Non-compliance Period:** Participants will lose 100% of their rental assistance for six (6) months and will be required to pay the established market/ceiling rent. Participants still have the option to cure the non-compliance during the 6-month period while they are paying market/ceiling rent. If

## APPENDIX M

Participants fail to cure the non-compliance by the end of the 6-month period they will continue to pay market rent and move to Termination Period.

**Termination Period:** Participant's Assistance will be terminated and their incentive account, if any, is forfeited due to non-compliance.

Participants who have a 3 improvement period occurrences within twenty-four (24) months of the initial incident of probation will move directly to the Non-compliance Period of the sanctions.

Participants who have a second incident of probation within twelve (12) months of the initial incident of probation will move directly to the Non-compliance Period of the sanctions.