

*FY2012-2013
MOVING
FORWARD
ANNUAL REPORT
June 28, 2013*





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I. Introduction

The annual report is the Charlotte Housing Authority's (CHA) showcase of work and accomplishments of the Moving To Work (MTW) program, locally referred to as Moving Forward. The Charlotte Housing Authority concluded its 5th year as a Moving To Work agency on March 31, 2013. MTW is a Federal demonstration program that provides public housing authorities the opportunity to design and test innovative, locally-designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

During the past 5 years, CHA has utilized the flexibilities of MTW to leverage federal resources, build partnerships and transform the way public housing is viewed. In light of the scarce resources allocated to the agency, MTW has become a necessary tool allowing for exploration of activities that streamline saving cost and time, address affordable housing issues and access to wealth-building and opportunity for CHA's customers. During the remaining period of the 10 year MTW agreement CHA will continue to collaborate to provide long-term solutions to the shortage of affordable housing in the City of Charlotte.

Charlotte Housing Authority's Moving Forward initiatives include activities that provide:

- Simplified rent calculations
- Incentive accounts for resident/participant savings from wages
- Modified recertification periods
- Self-Sufficiency services for families
- Improved security at developments
- Development of a Center for Employment
- Administrative efficiency for waiting lists
- Academic and social opportunities for youth
- Investment policies consistent with state law
- Development of new and rehabilitation of existing housing units
- Leverage for housing of persons with disabilities, special needs and homeless
- Occupancy training to encourage households receiving subsidy assistance to be good neighbors

A detailed listing of the ongoing Moving Forward initiatives which includes, the title, relationship to the statutory goal, authorized waiver and implementation status are included as Appendix A.

Mission

To lead, develop, and execute community-wide strategies that meet the broad range of housing needs for families who cannot otherwise attain conventional housing.



In pursuing success in accomplishing the mission, CHA has established the following corporate goals and objectives:

Goals:

- Provide the greatest number of viable and affordable housing solutions from homelessness to permanent housing through sustainable strategic partnerships.
- Maximize economic, physical, and social value of CHA's real estate portfolio.
- Ensure the Authority's long-term financial viability
- Provide high quality, cost effective real estate services that integrate client families into the community's mainstream.
- Create an environment that encourages client families to reach their highest potential.

Objectives:

- Increase Affordable Housing Opportunities
- Lead Strategic Partnerships
- Provide Optimal Housing Choices
- Maximize Portfolio Value
- Maximize Funding Sources
- Promote Innovative Solutions
- Enhance Strategic Technology Infrastructure
- Optimize Performance of the Housing Choice Voucher Program
- Maximize Customer Service
- Ensure Long-Term Financial Viability



Performance Measures

The agency utilizes the services of UNC Chapel Hill’s Center for Urban and Regional Studies (CURS) to track the success/challenges of the Moving Forward initiative. Internally, staff maintains the progress of the benchmarks for CHA’s Moving Forward initiative:

Metrics	FY2011	FY2012	FY2013
The employment rate for able-bodied heads of households and other family members receiving Moving Forward Supportive Services	54.8% (129 of 235 participants)	46.5% (133 of 286 participants)	47.8% (134 of 280 participants)
The number of family members in training and/or education programs receiving Moving Forward Supportive Services	234	334	295
The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families) receiving Moving Forward Supportive Services	\$7,572	\$10,142	\$8,066
The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services	\$74,833.89	\$124,320.00	\$48,832.49
The number of children who enter post secondary education	Pending Housing Occupancy Plan and Lease Amendments	Pending Housing Occupancy Plan and Lease Amendments	This measure is being reviewed for modification
The percent increase in number of CHA students that enter the Charlotte Housing Authority Scholarship Fund (CHASF)	0% (15 PH & 46 HCV)	8% (16 PH & 59 HCV)	22.6% (3 PH & 71 HCV)
The number of public housing units in mixed-income environments	1,039	1,136	1,136



Performance Measures (continued)

Metrics	FY2011		FY2012		FY2013	
		#		#		#
The distribution of public housing and project-based Housing Choice Vouchers by zip code (de-concentration)						
28204		387		371		371
28216		90		90		90
28205		109		196		196
28217		69		69		69
28206		324		410		410
28226		49		70		70
28208		437		379		379
28227		22		22		22
28209		239		343		343
28262		51		51		51
28210		155		155		155
28269		156		156		156
28211		120		120		120
TOTAL		2,208		2,432		2,432



Single Fund Budget Flexibility

As a MTW agency, CHA has the ability to combine Public Housing Operating, Capital and Housing Choice Voucher funds and use these resources interchangeably. Activities that used MTW funding flexibility in FY2013, but are not MTW initiatives include:

MODERNIZATION OF EXISTING PROPERTIES

- Edwin Towers is a 12-story 174 unit community undergoing comprehensive interior and exterior renovations. This project was in the pre-development phase in FY2013. These renovations will deploy both energy savings measures as well as green initiatives, such as LEED certification. Capital funding for the proposed renovations will be provided through the agency's MTW program.
- McMullen Woods Apartments began work to replace flooring, plumbing fixtures, kitchen and bathroom casework, electrical fixtures, interior paint, installation of new HVAC split system, and appliances in FY2013. The work is projected to conclude the first quarter of FY2014. The McMullen Woods improvements are being made with the residents in place. The total cost of the renovation was \$895,800.
- Cedar Knoll and Meadow Oaks Apartments received improvements that removed existing siding, soffit, fascia, and trim and replaced it with a pre-finished fiber cement board product. Total renovation costs were \$179,165.



CURRENT AND MAJOR REHABILITATION PROJECTS

- The Retreat, a 110 unit, independent living development for seniors, is the first phase of an innovative HOPE VI revitalization plan for the former Boulevard Homes community that directly responds to the needs of children and residents of the redeveloped site. The Retreat at Renaissance began accepting applications for leasing in April 2013. The apartment homes feature the following amenities:

COMMUNITY AMENITIES

- Community Garden
- Community Room
- Computer/Library Center
- Fitness Center
- Great Room
- Lounges
- Resident Storage
- Mail Room
- Mid-Rise with two Elevator Bays
- Pets Welcome (Breed Restrictions Apply)



APARTMENT AMENITIES

- Ceiling Fans
- Fully Equipped Kitchens
- Hardwood Cabinets
- Laundry Center on Each Floor
- Spacious Closets
- Cable Ready
- Central Heating and Air
- Breakfast Bar
- Open Living Room and Dining Room
- Spacious Floor Plans

With the assistance of its development partner Laurel Street Residential, CHA will connect and build on the existing neighborhood strengths of West Charlotte, revitalize the community's housing and serve as a catalyst for broader community change. The educational campus will incorporate a new model kindergarten through eighth grade charter school, an early childhood development center, and a cohesive, services-rich mixed income community built to LEED and Earthcraft standards with direct linkages to the nearby Central Piedmont Community College Harris Campus, Southview Recreational Center, and activated parks. This unique educational campus creates both a physical and social environment to enable residents and their children to thrive and succeed. The plan represents a unique public-private collaboration that anchors Charlotte's significant investment in the Westside.

- Hall House was developed in 1940 and has held a place on the National Register of Historic Places since 2011. CHA has utilized the apartment complex for several housing needs along the continuum, including homeless shelter to temporary housing for existing public housing residents (whose apartments were undergoing rehab), as well as permanent public housing serving 191 low-income elderly households. In March 2013, CHA submitted a tax credit application and completed other due diligence activities including design and planning to complete an extensive rehabilitation of Hall House and maintain a portion of its Section 9 status.

- Strawn Tower was built in 1970. CHA completed renovations resulting in a 170-unit community for elderly residents that includes an abundance of amenity space including a new outdoor seating area, multi-purpose room, resident computer center, a fitness center, lounge, library, and salon. It also includes on-site supportive services office space and offices for other nonprofit and government service providers. CHA is on track to receive USGBC LEED Gold Certification.



- Parktowne Terrace recently renovated the 163-unit community for elderly residents. CHA invested over \$20 million in partnership with The Richman Group, Wells Fargo, RBC Capital markets, North Carolina Housing Finance Agency (NCHFA), City of Charlotte – Energy Efficiency and Conservation Block Grant (EECBG) and HUD’s Capital Fund Financing Program (CFFP). The renovation includes a new outdoor seating area, multi-purpose room, resident computer center, a fitness center, and lounge. CHA is on track to receive USGBC LEED Gold Certification.
- CHA has identified the Strawn site located at 1301 South Boulevard, Charlotte, NC 28203 as a candidate for demolition and disposition. This 16.2 acre property contains the former CHA administrative offices, an activity center and residential cottages that have been identified as obsolete and underutilized. A cost effective approach to correcting the deficiencies is not readily available and redeveloping the site supports the long term viability of the site.

CHA convened an Urban Land Institute (ULI) Panel to evaluate the site in the summer of 2008. A rezoning consultant completed a rezoning in September 2010 that incorporated many ULI and community suggestions into the Strawn Master Plan. Consequently, CHA renovated the Strawn Tower that houses the elderly and is proceeding to execute other facets of redevelopment included in the Strawn Master Plan.

The Strawn Master Plan proposes to replace the existing affordable housing units in a mixed-use and mixed-income community on the same site to the greatest extent possible. The density and intensity of the land use will be dictated by each phase of development.

The City of Charlotte identified storm water issues and improvements needed that would affect the water shed areas that include the Strawn site. The City has committed to perform substantial infrastructure improvements on the Strawn site at their cost to address flooding concerns. These improvements would be required for improved storm water management which would support any future redevelopment.

CHA intends to submit for Special Application Center (SAC) approval, in accordance with CFR 24, Part 970, in the near future. The SAC application will be for demolition of parts of the Strawn site. The demolition application will be for the Strawn Cottage units in the path of the storm water improvement, the Activity Center and the former CHA Administration Building. Removing these structures will allow the installation of the new infrastructure and eliminate obsolete non-residential buildings. Following the initial demolition phase, CHA is planning for a future demolition/disposition application to clear and sell parts of the site to support the redevelopment of the site. The SAC actions will be considered by resident organizations for the proposed activities, as well as CHA wide and the CHA Board of Commissioners.



RESIDENT MOBILITY

- CHA participates in the National Heart, Lung, and Blood Institute's With Every Heartbeat is Life initiative. CHA residents were trained to be Community Health Workers. As Community Health Workers, they play a key role in promoting better health in African American communities. They help people learn about health issues and show them ways to live healthier lives. Community Health Workers utilize a manual to train community residents, picture cards, recipe booklet featuring heart healthy dishes, and a booklet highlighting techniques families can use to start or maintain activities that promote a heart healthy lifestyle.

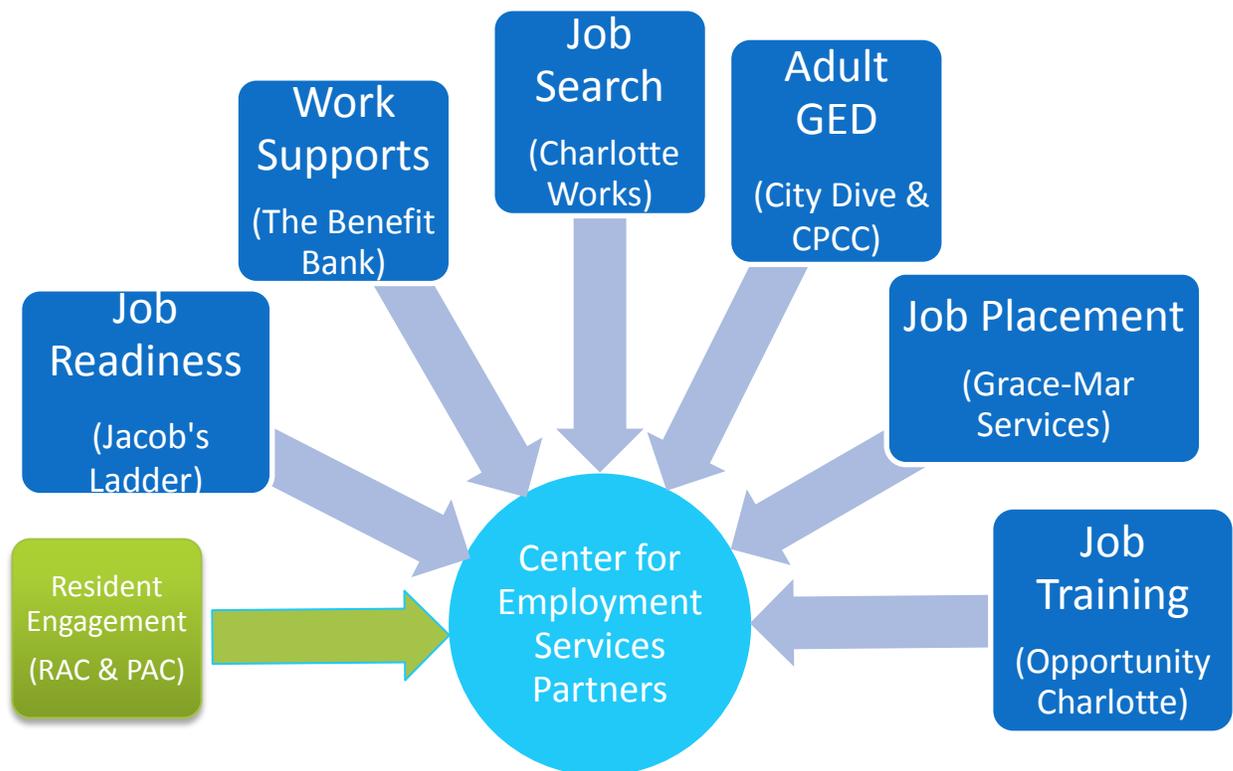
CHA's With Every Heartbeat is Life program hosted the 11th class session with 47 residents actively participating. The program has graduated over 210 participants since its inception in 2010. With Every Heartbeat is Life continues to promote cardiovascular disease awareness along with implementing physical activity for any age group. C W Williams Community Health Center is a partner in this initiative and provides health screenings and encourages routine doctor's visits. The With Every Heartbeat is Life team takes pride in their promotion of the introduction of healthy food and recipes and looks forward to growth and expansion!



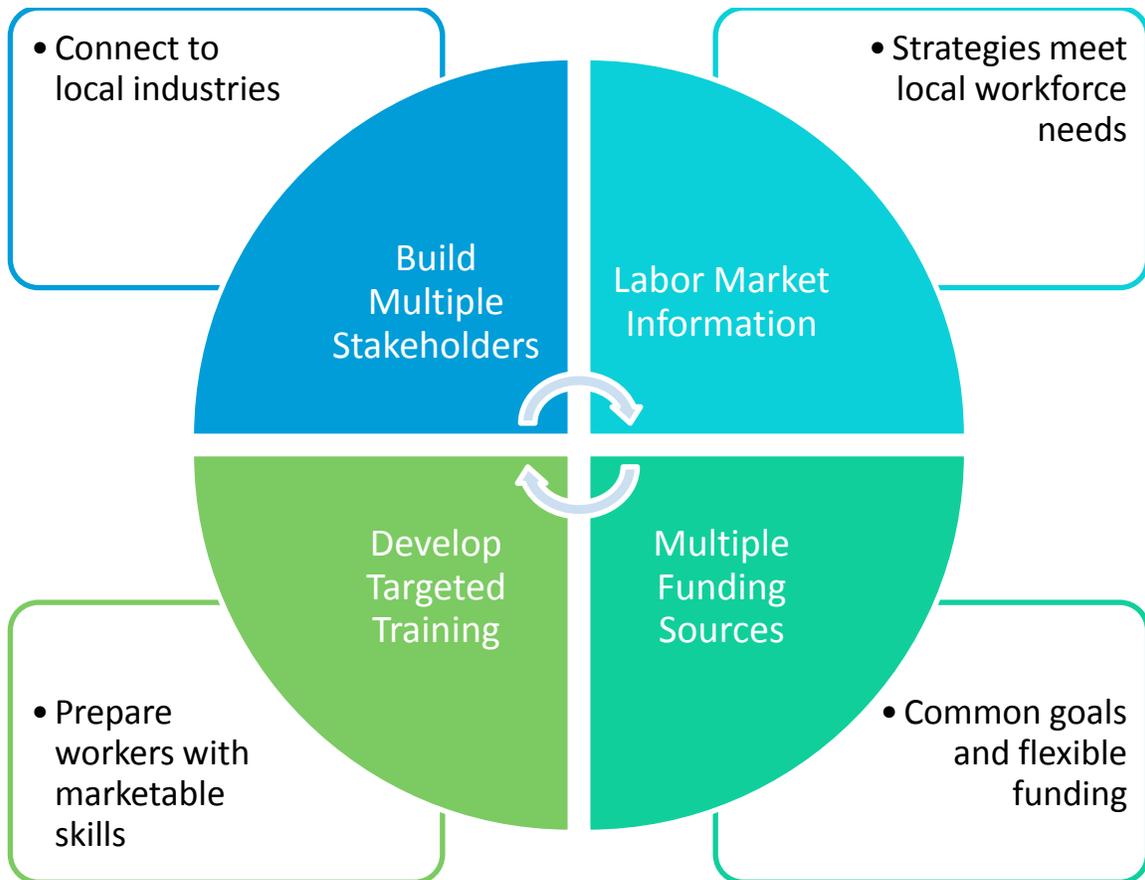
■ The Center for Employment Services (CES) is a Moving Forward initiative to promote employment and self-reliance in West Charlotte. One of the largest barriers to employment for clients in CHA's portfolio was a lack of job skills or training. CES results for January 1 – December 31, 2012:

- 3301 total visits; 460 first time visitors; 2,695 return visits
- 35% job placement rate (national level for WorkFirst placement is 33-40%)
- 39 of 111 graduates of structured programs were placed (job readiness course, GED class or career development program)
- \$268,000 of program services delivered by 5 partner agencies with CHA's investment being \$52,000 (there are no financial contracts in place)

Center for Employment Services Focus Areas



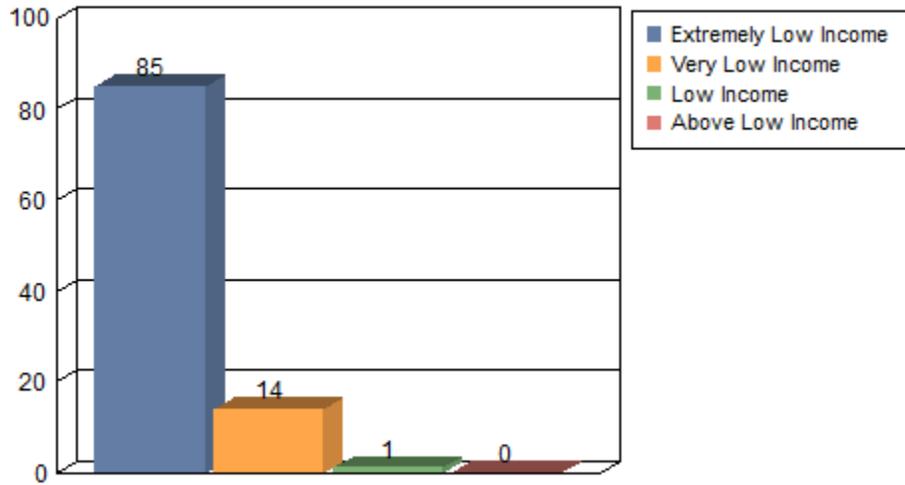
Sector Strategy – Employment Services



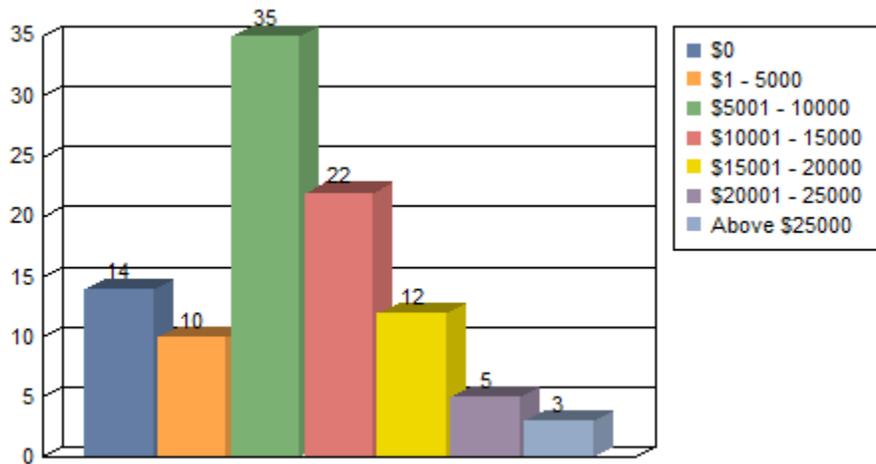
CHA Participant Quick Facts:

Public Housing Resident Characteristics Report

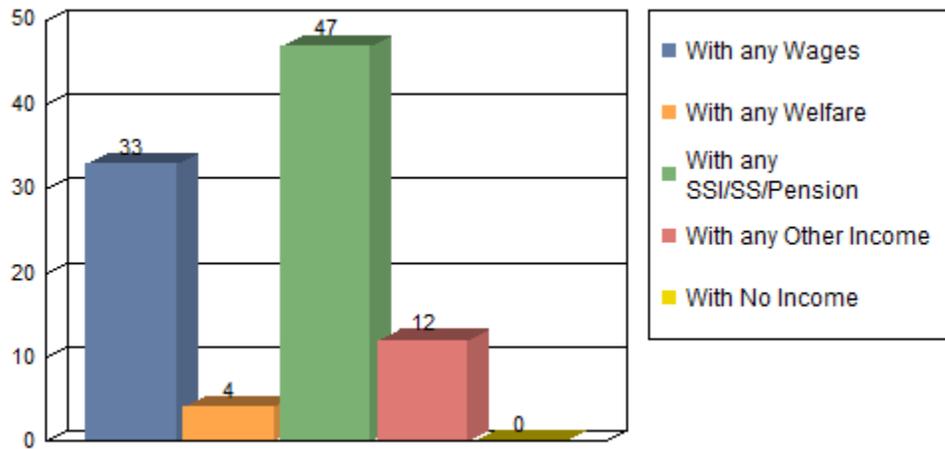
Distribution by Income; Average Annual as a Percent



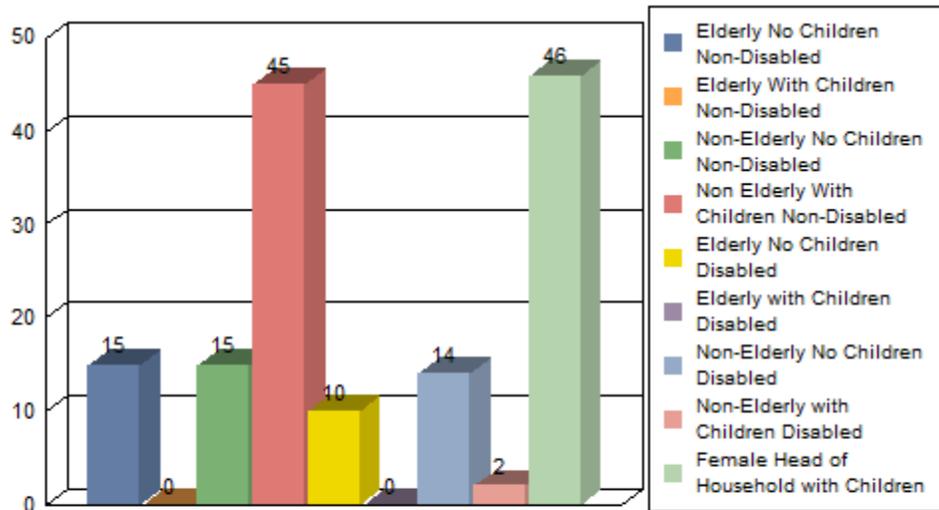
Distribution by Income



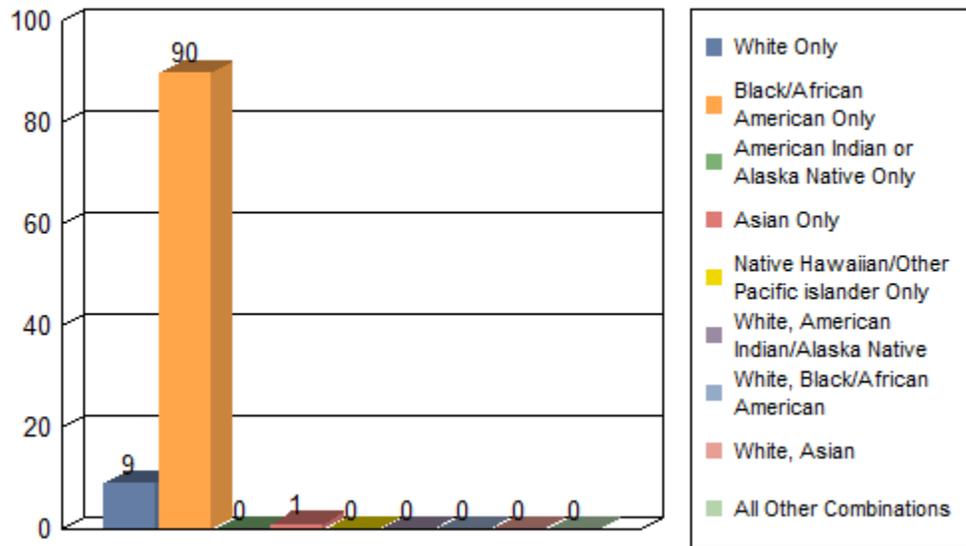
Distribution by Source of Income as a Percent Some families have multiple sources of income ****



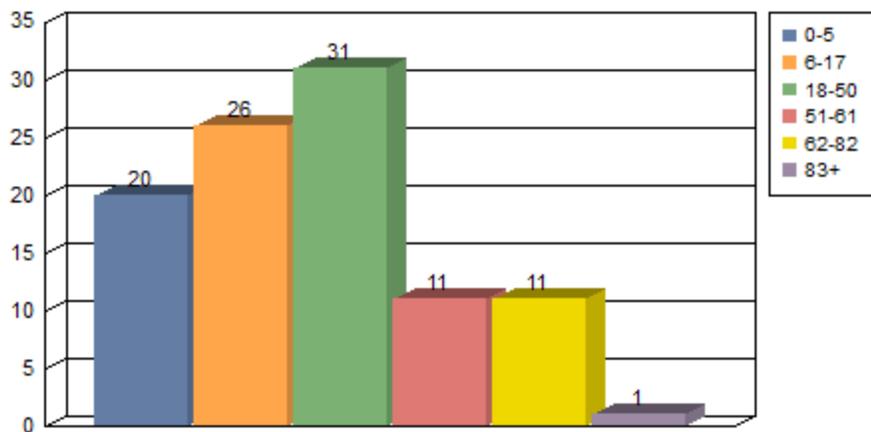
Distribution of Family Type as a Percent



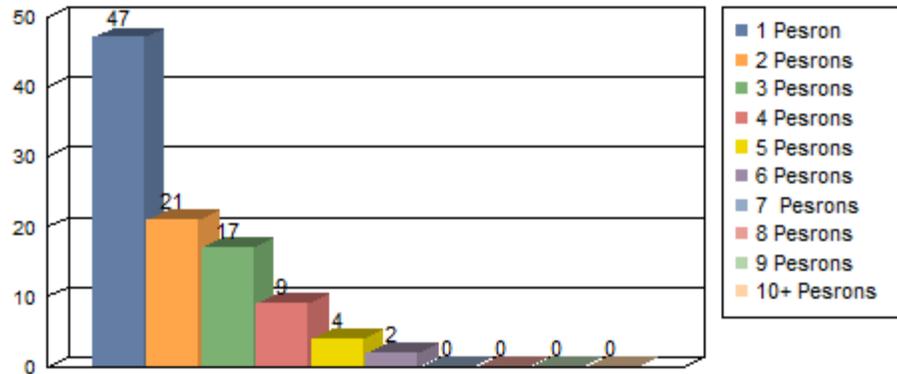
Distribution by Head of Household's Race as a Percent



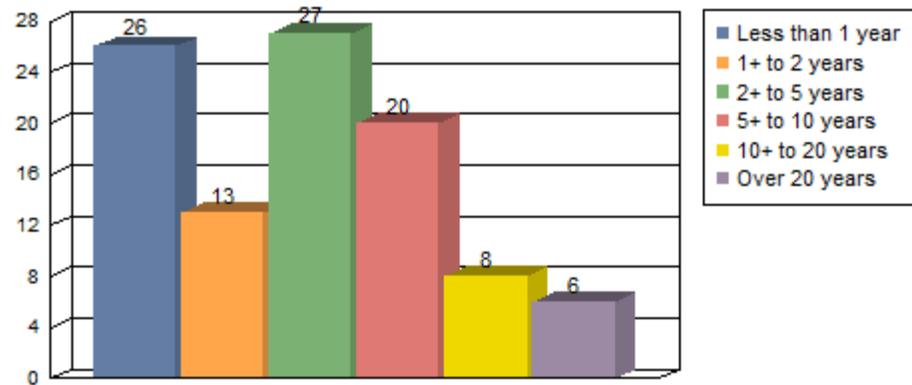
Distribution by Household Member's Age as a % of Total Household Members



Distribution by Household Size as a Percent



Distribution by Length of Stay as a Percent (currently assisted families)



II. General Housing Authority Operating Information

*A GOOD DECISION IS
BASED ON
KNOWLEDGE AND NOT
ON NUMBERS*

~PLATO

Public Housing Units

	0BR	1BR	2BR	3BR	4BR	5BR	Total
Total Mixed-Income Developments	63	369	423	262	36	1	1,154
Total Public Housing Developments	580	583	447	396	96	8	2,110
Total Units March 2013	643	952	870	658	132	9	3,264

Year end count does not include 42 offline units

Description of any significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year): There were not any developments that exceeded 30% of the Agency's total budgeted capital expenditures for the fiscal year 2013.

Public Housing Units Added During Fiscal Year 2013

Property	Type	Accessible Features	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total PH units added
Robinsdale	Family	ADA Compliant	30			1				1
Parktowne Terrace	Senior	ADA Compliant	163		9					9
Strawn Tower	Senior	ADA Compliant	170		8					8

Public Housing Units Removed During Fiscal Year 2013

Property	Type	Justification	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total
Robinsdale	Family	Renovation	30				1			1
Parktowne Terrace	Senior	Renovation	163	9						9



Strawn Tower	<i>Senior</i>	Renovation	170	8						8
Number of MTW HCV authorized at the end of the Plan year, discuss any changes over 10%				4,451						
Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes over 10%				467 (185 VASH, 200 FUP, 26 Strawn, 56 Port outs). There was an increase greater than 10% because at the beginning of the plan year there were 387 non-MTW HCV authorized (135 VASH, 200 FUP, 52 Port outs).						

HCV Units Project-Based During FY13

Property	Type	Total Units in Developments	Number of Units Project Based at Property					Total
			1BR	2BR	3BR	4BR	5BR	
HOPE VI Developments								
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
McCreesh Place	Special Needs	91	25					25
Mill Pond	Family/Mixed Affordable	168		23	28			51
Moore Place	Special Needs	85	51					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
Steele Creek	Senior	120	42	18				60
YWCA Families Together	Family/Supportive Service	9			6	3		9
Cherry Gardens	Seniors/Mixed Affordable	42	11					11
Total Project-Based HCV Units		1,273	289	94	45	3	0	431



Overview of other housing managed by the Agency, eg., tax credit, state funded, market rate.		There are 6 properties owned and managed by CHA's subsidiary Horizon Development. These properties are detailed below.				
Development	Total Units	1BR	2BR	3BR	4BR	Type
Grove Place	36	0	24	12	0	Market Rate
Oak Valley	50	0	32	18	0	Market Rate
Valley View	49	0	29	20	0	Market Rate
McAlpine Terrace	113	112	1			Seniors
Seneca Woods	49		24	23	2	Family
Glen Cove	50		25	15		Market Rate

Leasing Information – Actual

Total number of MTW PH units leased in Plan year	2,852 (on the last day of the fiscal year)(a 10% vacancy rate)– CHA had 42 non dwelling units and there were 126 additional non rentable units {21 vacant units that were newly acquired at McMullen Woods and in the process of being transitioned; 55 units not being utilized at Hall House due to relocation activities; 22 units disposed at Strawn (21) and Parktowne (1) and 28 units at Strawn Cottages and Edwin Towers were not leased due to upcoming renovations}
Total number of non-MTW PH units leased in Plan year	CHA does not have any non-MTW PH units.
Total number of MTW HCV units leased in Plan year	There were 4,182 MTW HCV leased during FY2013.
Total number of non-MTW HCV units leased in Plan year	There were 392 non-MTW HCV leased during FY2013 (145 VASH, 190 FUP, 1 Strawn, 56 Portouts).
Description of any issues related to leasing of PH or HCVs	There were no issues related to leasing of PH or HCV's in FY2013.
Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the Plan year).	There were 431 project-based vouchers in use at the end of the Plan year. There are additional project-based vouchers committed for FY14 for The Retreat @ Renaissance (Boulevard Seniors) (20), Residences at Boulevard (23), Everett Place (10) and Woodlawn House (52).



Waiting List Information

Number and characteristics of households on the waiting lists (all housing types) at the end of the plan year

Public Housing As of March 31, 2013:

CHA Managed Sites Waiting List

Bedroom size	Total applicants	Disabled	Elderly	Near Elderly	Single	Non Preference	Family	Homeless	Displaced
0	312	179	43	114	310	9	2	6	3
1	397	198	80	124	373	54	24	22	2
2	1,006	115	17	50	21	784	985	56	18
3	619	42	3	7	1	538	618	27	8
4	199	16	0	2	0	175	199	4	2
5	6	0	0	1	0	5	6	0	0
Totals	2,539	550	143	298	705	1,565	1,834	115	33

CHA 3rd Party Managed Sites Waiting List

Bedroom Size	Market	Tax Credit	Section 9	PBS8	Total
1	218	170	477	351	1,216
2	290	430	264	99	1,083
3	59	168	158	39	424
4	2		6		8
5	2				2
Totals	571	768	905	489	2,733

CHA Managed Project Based Section 8 (PBS8) Waiting List

Bedroom Size	PBS8 on list	PBS8 selected/offering pool	Total
0			
1	109	25	134
2	0	11	11
Totals	109	36	145

Housing Choice Voucher As of March 31, 2013:

There were 978 applicants on the waiting list for the Housing Choice Voucher program as of March 31, 2013. Single households comprised 136 of the applicants and the remaining 842 were family applicants. CHA does not track Housing Choice Voucher wait list applicants by bedroom size.



Description of waiting lists (site-based, community-wide, HCV, merged) and any changes that were made in the past fiscal year.

The Housing Choice Voucher waiting list was closed during fiscal year 2013. CHA anticipated opening the wait list for the Housing Choice Voucher program in FY2014, however, due to budget impacts as a result of the sequester, the wait list will remain closed.

The public housing waiting list is site-based. Waiting lists are reviewed quarterly by site and bedroom size. 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.

Throughout 2013, CHA had waiting lists opened for applications for Project-Based Section 8, HOPE VI mixed-income, conventional public housing, mixed-income and affordable developments.



III. Non-MTW Related Housing Authority Information (Optional)

The Residents Advisory Council

The Charlotte Housing Authority has a Residents Advisory Council (RAC) that collaborates with the organization to represent the families in Charlotte's public housing communities. RAC's mission is to serve, lead, equip, and empower all residents with integrity, respect, and equality, while showing concern, commitment, and communication to connect them to all resources needed to become self-reliant. The Residents Advisory Council has made a difference in CHA managed communities through many activities which include:

- Back to School Supply Drive
- Conduct elections at the various properties
- Organize and participate in National Night Out
- Review and provide input in the Housing Occupancy Plan
- Review and provide input in the MTW Annual Plan/Report
- Review and provide input on the Capital Projects
- Partner with CHA's Client Services Department to provide volunteer services at annual events
- Host community meetings that provide a venue for residents to learn about resources

Participant Advisory Committee

The purpose of CHA's Participant Advisory Committee (PAC) is to build strong relationships with HCV participants and CHA, thus building trust and eliminating participants' fear of the Authority. HCV participants completed 225 volunteer hours during FY2013. The ways that PAC has implemented positive strategies include:

- Quarterly PAC newsletters
- Monthly meetings with MTW staff
- Quarterly meetings with HCV participants
- Food distribution to HCV families for Thanksgiving
- Partnering with RAC on the Food Truck in communities
- Staff vendor tables at CHA events



*THE HIGHEST REWARD FOR
A PERSON'S TOIL IS NOT
WHAT THEY GET FOR IT,
BUT WHAT THEY BECOME
BY IT."*

~JOHN RUSKIN

Choice Neighborhood Initiative



After working extensively with numerous key community partners, CHA submitted an FY13 Choice Neighborhoods Planning Grant application on May 28, 2013 for the Biddleville Neighborhood and the Tarlton Hills and Tall Oaks public housing developments. Those partners include: the City of Charlotte as co-applicant, CMC Biddle Point (medical clinic), Griffin Brothers,

Johnson C. Smith University, Historic West End Partners, Biddleville-Smallwood Community Organization, Mecklenburg County Park & Recreation, Center City Partners, Habitat for Humanity, Project LIFT, M&F Bank and the Charlotte-Mecklenburg Police Department. CHA secured \$145,000 in cash commitments from key partners, including the Wells Fargo Foundation, and \$589,000 of in-kind commitments. If awarded, CHA will work with these partners and Boulevard Group, Inc., (planning coordinator) to develop a Neighborhood Transformation Plan for the Biddleville neighborhood.

CHA Finance Department Receives 8th Consecutive CAFR Award

The Charlotte Housing Authority (CHA) has been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). The Certificate of Achievement, awarded by the nonprofit professional association serving approximately 17,500 government finance professionals, is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. GFOA had the CAFR judged by an impartial panel to meet the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR.

A separate Award of Financial Reporting Achievement was awarded to the Finance Department of CHA for being primarily responsible for preparing the award-winning CAFR. This marks the eighth consecutive year CHA has received this award.

CHA FY2013 Section 3

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



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residents to job training and placement activities, and providing program coordination that facilitates economic opportunities to residents.

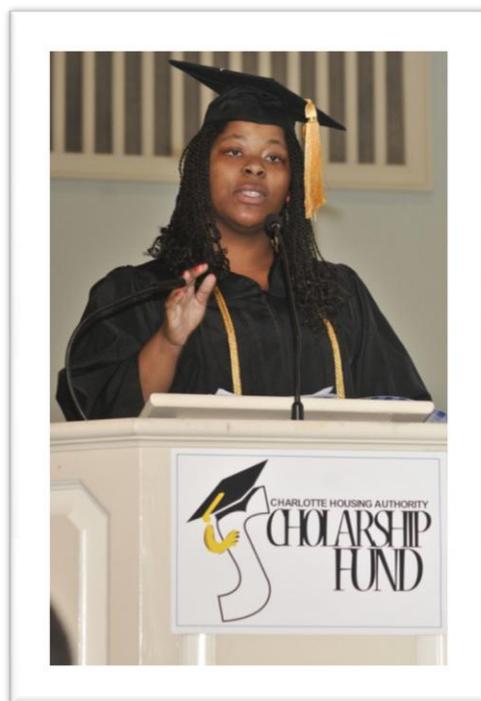
During FY13, two hundred fifty-four (254) new jobs were created as a result of CHA endeavors and one hundred and forty-six (146) or 57% of those hired were Section 3 residents. Also during that period, Section 3 business concerns received more than \$7.7 million dollars in direct contracts from CHA.

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.

Charlotte Housing Authority Scholarship Fund

The mission of the Charlotte Housing Authority Scholarship Fund (CHASF) is to make certain that every child living in housing subsidized by the Charlotte Housing Authority has both the opportunity for and expectation of a college education. Since its inception in 1983, CHASF has provided more than 500 youth with scholarships totaling over \$2.1 million for colleges, universities and trade schools throughout the nation.

CHASF partners with numerous agencies to prepare students for postsecondary education through workshops, special events, and college tours. Engagement begins as early as middle school with pre-college enrichment programs, college readiness sessions and life skills workshops. CHASF also hosts an annual Awards and Recognition Day and annual fundraising breakfast. Alumni of CHASF provide mentoring, volunteer services and leadership.



2012 Program Assessment

In February 2013, Quadel Consulting, a nationally recognized firm, conducted an independent program assessment of the Charlotte Housing Authority's Housing Choice Voucher (HCV) and Public Housing programs. Quadel reviewed a random sample of 75 Public Housing resident files



and 75 HCV participant files to give a balanced representation of each program. The independent assessment confirmed that both programs are operating in compliance with requirements issued by the U.S. Department of Housing and Urban Development (HUD) and that the quality of each program's file documentation is good.

“To receive confirmation of compliance from a recognized industry leader shows that CHA is a local leader in affordable housing and a responsible steward of the resources provided to us,” says A. Fulton Meachem, Jr., CHA President/CEO.

Charlotte Housing Authority Web Site Wins Two Communicator Awards

The Charlotte Housing Authority (CHA) web site, www.cha-nc.org, has been selected for two awards of Distinction in the 18th Annual Communicator Awards by the Academy of the Visual Arts. The site was recognized for its home page and in the category of charitable organizations/non-profit. With thousands of entries received from across the US and around the world, the Communicator Awards is the largest and most competitive awards program honoring the creative excellence for communications professionals. CHA shares this award with Charlotte-based web developer TechnikOne. The focus of the partnership was to ensure the website provided key affordable housing information to the community.

Information on the site includes event and meeting announcements, downloadable forms, guides and applications, agency press releases, and social media feeds. From a person in need of housing to a potential new community partner, the site has important information to help simplify the process. TechnikOne also worked with CHA on the development of its corporate intranet site to increase agency wide-awareness among CHA employees.

Designated Housing Plan (DHP)

CHA has some communities which have housing designated for elderly families, disabled families, or elderly and disabled families. The list of communities and their designations are available in the agencies Admissions and Continued Occupancy Policy (ACOP).



IV. Long-term MTW Plan (Optional)

CHA is a non-profit real estate holding company with a public purpose. That public purpose is to provide decent, safe and affordable housing to low- and moderate-income families while supporting their efforts to achieve self-sufficiency. The Authority 1) focuses on its core mission of housing, 2) partners with quality providers for supportive services, and 3) continues to evolve as a collaborative leader who helps frame solutions to affordable housing issues.

CHA is undergoing a strategic planning process which includes developing a new mission statement and revised goals and objectives for the agency. In addition to a new strategic vision and plan, CHA will work to develop a comprehensive marketing, education, and advocacy strategy to aid in educating the community and garnering acceptance of very low and low income families in mixed-income communities. CHA anticipates unveiling the new strategic plan late summer 2013.

IF EVERYONE IS MOVING FORWARD TOGETHER, THEN SUCCESS TAKES CARE OF ITSELF.”

~HENRY FORD



V. Proposed MTW Activities: HUD Approval Requested

This section is required to respond to any activities proposed in the Plan, which were approved by HUD, but not implemented. There were no proposed MTW activities in the FY2013 Moving Forward Annual Plan. However, in May 2013, CHA submitted an amendment to the FY2014 Moving Forward Annual Plan. The request was to implement a Biennial Recertification Rent Reform Initiative agency wide. CHA currently has approval to conduct biennial recertification's for elderly/disabled heads of households.

CHA has received approval from HUD for the amendment. CHA does not plan to implement the activity agency wide before October 2013. The reason for the delay is due to revisions to the Admission and Continued Occupancy Policy and HCV Administrative Plan, as well as timely notices to the residents affected by the change.

2013 - 1 Biennial Recertification Rent Reform Initiative

A. Description of MTW Activity

CHA was approved in FY2009 to conduct biennial recertifications (no less than once every 24 months) for elderly and disabled households instead of the current annual regulation. CHA will expand this modification to include all CHA managed communities and the HCV households, regardless of sources of income or type of family.

Changes in income, expenses, family composition, etc. must still be reported in the administrative policy timeframes, and standard allowances and deductions continue to apply. CHA has no limits on the number of interim recertifications processed annually at the family's request. Any changes that result in an increase in rent will be documented, but not processed until recertification.

Criminal background checks will continue to be conducted annually for all household members ages 16 and older. Additionally, Enterprise Income Verification (EIV) will still be used during recertification.

CHA will not begin the biennial recertification of all households before October 1, 2013. Households with an anniversary in odd months will be recertified in odd years (i.e. November - 2013) and households with an even month anniversary will be recertified in even years (October - 2014). There will be no change in the biennial recertification process for elderly and disabled.



“THE GREATEST VALUE OF A PICTURE IS WHEN IT FORCES US TO NOTICE WHAT WE NEVER EXPECTED TO SEE.”

~JOHN TURKEY

Minimum renters will not be required to complete 90-day minimum rent reviews; however, a property manager may provide resource guidance for the household.

B. How the Proposed Activity Relates to at Least One of the Three Statutory Objectives and the Anticipated Impact on Those Objectives

This modification reduces administrative burdens on the Authority, thereby reducing costs and increasing efficiency. Recertifications are completed by the property management staff and Housing Choice Voucher specialists. The staff time saved will allow CHA to offset focus on other aspects of the program such as integrity, quality, and providing resources for families moving towards self-sufficiency.

C. Baselines and Proposed Benchmarks Used to Measure the Performance and Progress of the Proposed Activity Data Collection and Proposed Metrics

CHA has estimated 40 minutes per household for public housing recertifications and 35 minutes per household for the Housing Choice Voucher program.

ANTICIPATED IMPACT	METRIC	BASELINE		BENCHMARK	
Reduction in staff time spent on recertifications	Amount of staff time needed to complete recertifications	PH	158.5 work days	PH	82 work days
		HCV	272 work days	HCV	138 work days
Reduction in the number of annual recertifications	Actual number of families that were eligible for biennial recertification	PH	1,902*	PH	951
		HCV	3,735*	HCV	1,889

*CHA has also factored in delays or suspension of leasing due to renovations and utilization rate of the voucher.

D. Data Collection

CHA’s software system, YARDI, will be utilized to determine the number of public housing and HCV recertifications skipped and the number that was due, if not for the alternate system. CHA will analyze the data quarterly to ensure the intended benchmarks are met.

E. Authorization for Proposed Activity

Attachment C: C.4. The waiver allows the agency to reduce the time spent on recertifications.



VI. Ongoing MTW Activities: HUD approval previously granted

“High expectations are the key to everything.”

~Sam Walton

All ongoing and proposed activities will be part of the evaluation being conducted by the Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill. The evaluation report is presented in the Administrative Section of this Plan.

2009 - 1 Biennial Review Process

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.

A biennial review process for elderly and disabled heads of households was approved by HUD for FY2009. Implementation of the *Biennial Review Process* began December 2010.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

CHA proposed to decrease the number of recertifications conducted annually for elderly and disabled households to 1,000 – 1,200. Biennial reviews enable administrative and cost efficiencies. Residents whose anniversary month is an even month (February, April, June, August, October and December) are recertified during the even years. Those participants whose anniversary month is an odd month (January, March, May, July, September, and November) are recertified in the odd years. The Enterprise Income Verification (EIV) System reports are still used during re-certification. CHA also began conducting criminal background checks at re-certification for family members 16 years of age or older in 2010.

During the FY2013, CHA did not have to recertify 426 households. Elderly and disabled re-certifications average 40 minutes per household. This represents a time savings of nearly 53 days for FY2013 ($426 \times 40 = 17,040$ hours = 53.25 work days), which is the desired outcome.



	Baseline	Benchmark	FY12 Total	FY13 Total
PH			456	289
HCV			440	137
	2,100	1,000 - 1,200	896	426

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

The baseline calculation for elderly/disabled households included all households in the software system, and CHA failed to calculate only those that were in conventional public housing, as well as the varying anniversary dates of the residents. There were 696 elderly/disabled conventional public housing households and 878 elderly/disabled HCV households. Therefore, the benchmark could only have been 787 or less, depending on the number of households with an odd month anniversary date.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

CHA will be revising the benchmark and metric effective FY2014. The agency has requested authorization to provide biennial reviews to all CHA managed households. The impacts sought will be 1) Reduction in staff time spent on recertifications and 2) Reduction in the number of annual recertifications.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

There will be no change in the data collection methodology.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

There is no new authorization being used.



- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

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

2010 - 1 Rent Reform and Work Requirement

- A. List activities continued from the prior Plan year(s); 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 FY2010 annual plan. The activity was implemented in FY2011. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. Rent simplification applies to both CHA managed public housing and Housing Choice Voucher. Only households receiving case management services are under the work requirement.

- B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.**

For a full description of the Rent Reform Initiative, see The Hardship Policy, Work Requirement, Rent Reform Overview and examples of alternative rent schedules included in the Appendices.

CHA's Rent Reform activity targets are to increase the number of household members who have earned income, as well as the amount of earned income in the household. CHA is phasing families into case management, making efforts to increase the capacity of the number of families served at the Center for Employment Services and encouraging households to follow their work plans in order to obtain higher level job skills in order to impact the metrics and outcomes.



CHA continues to motivate households with the initial savings provided by the rent bands and the additional incentive account they can become eligible for when their income reaches \$12,500 annually and includes earned wages.

Metric	Baseline	FY2012 Results	FY2013 Benchmark	FY2013 Results
Increase in earned income	\$13,326	\$13,408	(2.5%) \$13,659	\$13,867
Increase number of families with earned income	1,303	1,873	(10%) 1,433	1,935

CHA selected Edgemere Consulting Corporation to conduct an analysis of pre-rent simplification (2010) and post rent-simplification (2012 & 2013) comparisons of:

- Income (gross, earned and welfare);
- Medical & childcare expense deductions;
- Tenant rent; and,
- Households qualifying for self-sufficiency incentive.

Specific outcomes for the groups outlined below were compared pre-rent simplification (2010) and under rent simplification (2012 & 2013). Additionally, comparisons were completed for households with support services and without support services for the 2013 data.

- All households;
- Elderly/disabled households; and,
- Family households.

A complete report of the trend analysis is available in Appendix F.

The table below identifies trends in earned income. There was a slight decline in the percent of households with earned income between 2010 and 2012, the percent of households with earned income and the average earned income increased in 2013.



Additionally, average earned income and the percent of households with earned income were higher for households with support services.

	2010	2012	2013	2013 Households with Support Services	2013 Households without Support Services
All Households					
% of Households with Earned Income	18%	17%	21%	41%	18%
Average Earned Income	\$11,469	\$10,015	\$11,266	\$12,643	\$10,771
% of Households Qualified for Self-Sufficiency Incentive	-N/A-	6%	7%	17%	6%
Elderly/Disabled Households					
% of Households with Earned Income	5%	5%	4%	13%	4%
Average Earned Income	\$9,407	\$9,120	\$10,262	\$10,014	\$10,322
% of Households Qualified for Self-Sufficiency Incentive	-N/A-	3%	2%	9%	2%
Family Households					
% of Households with Earned Income	31%	29%	34%	49%	31%
Average Earned Income	\$11,771	\$10,161	\$11,376	\$12,847	\$10,826
% of Households Qualified for Self-Sufficiency Incentive	-N/A-	8%	12%	19%	10%



- C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.**

The benchmarks were exceeded.

- D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.**

CHA removed the metric which tracked the decrease of the number of households paying minimum rent because it was determined that the agency has no influence over the income of persons who are added to the portfolio from the waiting lists.

- E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.**

There was no change to the data collection methodology.

- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

There was no new authorization added.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

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



2008 - 1 Good Neighbor Training

- A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.**

CHA proposed the *Good Neighbor Training (GNT)* activity in FY2008. The activity implementation began in the same fiscal year for HCV households. Public housing



households began receiving training in 2011. 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, neighborhood involvement, school and amenities locations, and conflict resolution.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new Housing Choice Voucher and public housing applicants entering the program. Good Neighbor Training for HCV and public housing existing program participants has been completed. There were 2,377 housing choice voucher holders who completed the Good Neighbor Training. The agency plans to have all existing participants complete Good Neighbor Training by the end of FY14. The FY14 target is to decrease the total number of program completers that have program violations by 9% and terminations by 7%. In FY2013, 856 HCV participants had program violations. Of the 856 program violators, 298 (35%) of those attended the GNT. This represents 6% of all Housing Choice Voucher participants and 177 program violators were terminated, of which 82 were GNT attendees.

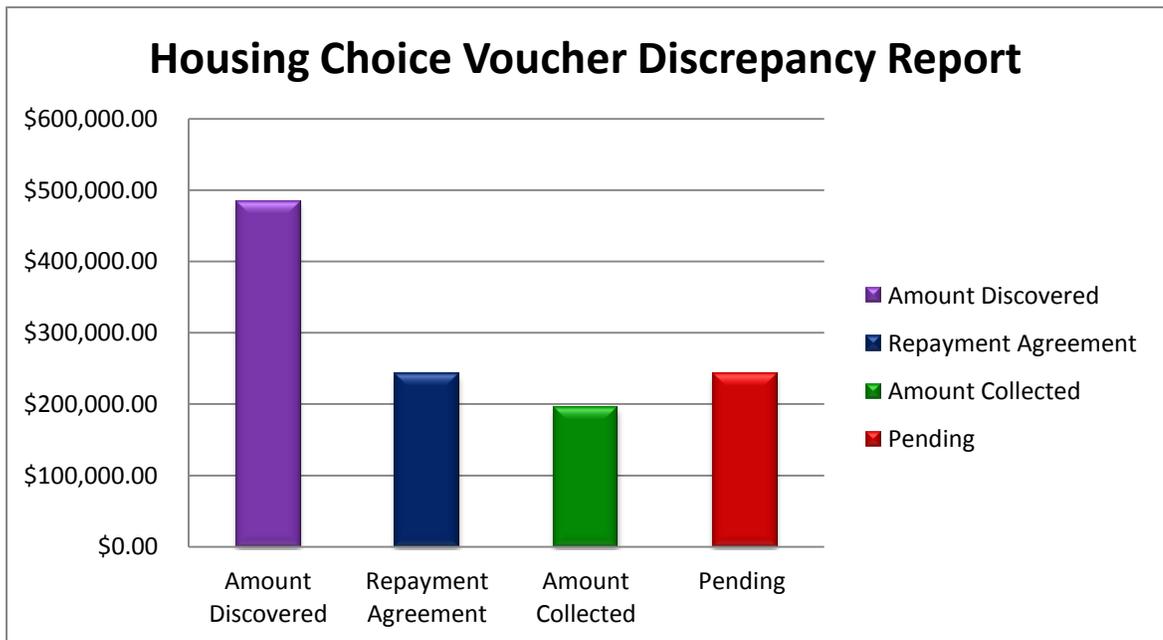
Housing Choice Voucher Violation/Termination Comparison						
	Baseline	FY2012 Results	FY2013 Benchmark	Overall HCV FY13	GNT Completers	Percent of Total Overall Vouchers (4,918)
Participants with Violations	385	51 GNT	5% decrease of total vouchers	856	298	6%
Participants Terminated/EOP	302	0 GNT	5% decrease of total vouchers	177*	82	1.6%

*The number of terminations represents participant who were terminated for program violations in relation to CHA's GNT program. It is not a count of all total EOP's from the program



C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

The benchmarks were not achieved. The reasons varied. Housing Specialist are reporting more violations, households are failing to report income increases and the HCV Compliance Officers are following up/documenting more calls about program violations from the public. As for the increase in terminations, hearing officers are upholding the documentation compliance officers submit to justify the violations/terminations.



D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The FY14 target is to decrease the total number of program completers that have program violations by 9% and terminations by 7%. There are no changes in the metrics.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection methodology has not changed.



- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

There is no change in the authorization.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

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. and Attachment C: B. 1. B. iii.

2008 - 2 Participant and Landlord Tracking Program

- A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.**

CHA received approval in the FY2008 annual plan to implement a Participant and Landlord Tracking Program. In FY2008, the agency began tracking the locations of Housing Choice Vouchers in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas.

- B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.**

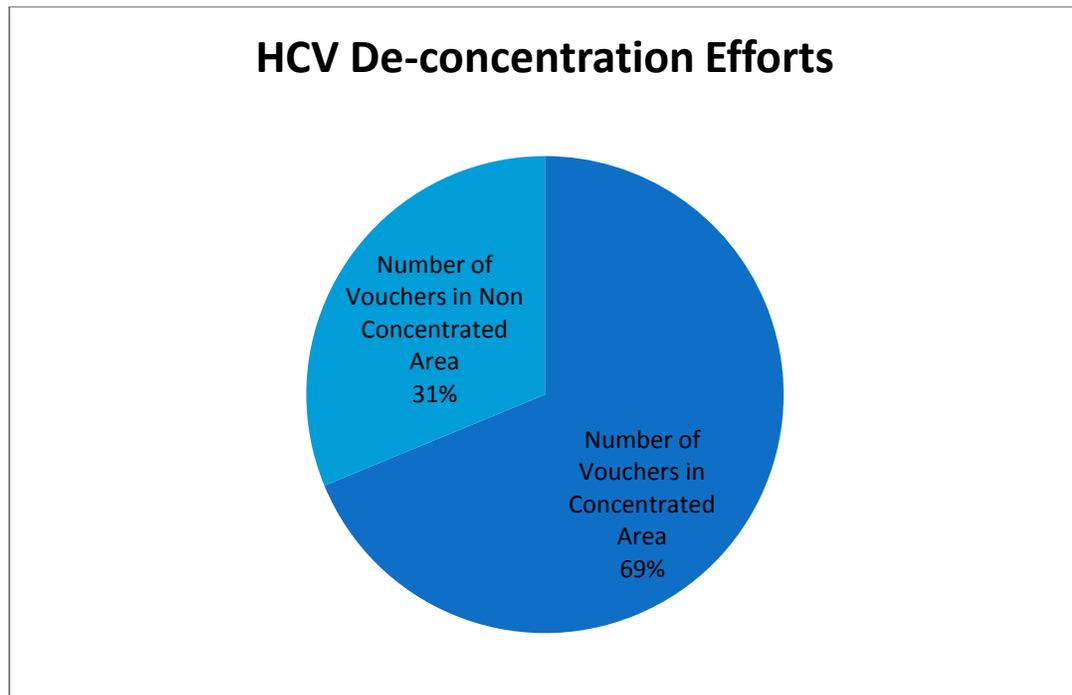
Charlotte Housing Authority utilized the services of the University of North Carolina at Charlotte's (UNCC's) Geographic Information Science (GIS) mapping services to identify each voucher holder within Mecklenburg County (Charlotte, Pineville, Huntersville, Mint Hill, Matthews, Davidson, Cornelius). CHA identified where poverty is low and Housing Choice Voucher participation is also low in order to design a program which would encourage participants to move into those areas. CHA staff contacts landlords and apartment complexes in those areas where poverty levels are low in order to increase awareness of the benefits of renting to Housing Choice Voucher families.



The results of the mapping indicated that 75% (3,206 of 4,268) of Housing Choice 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 to 71%. 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 for de-concentration purposes.

During FY2013 CHA was below the target with 69% (3,382 of 4,918) of voucher holders living in the concentrated areas. CHA has worked on reducing this percentage by actively visiting apartment complex management companies, speaking with landlords who own or manage properties outside of the concentrated areas, and also by encouraging participants to consider the entire county when they are looking for a home. CHA has also incorporated a listing of amenities in non-concentrated zip codes in the initial briefing package.



- C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.**

The benchmark was achieved.

- D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.**

The benchmark and metric remain the same.

- E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.**

The data collection methodology has not changed.

- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

The authorization did not change.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

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



2009 – 2 Adopt Investment Policies Consistent with State Law

- A. List activities continued from the prior Plan year(s); 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 FY2009. The agency implemented this initiative in the same fiscal year.



B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rate earned on the checking account stayed a constant .18% over the last 12 months. It did not dip lower due to the rate negotiated in our banking services contract.

	Bank Rate	Earnings Rate	Earnings Differential	
4/30/2012	0.18%	0.60%	\$	1,806.86
5/31/2012	0.18%	0.60%	\$	297.67
6/30/2012	0.18%	0.06%	\$	(201.89) 0.42%
7/31/2012	0.18%	0.06%	\$	(205.52)
8/31/2012	0.18%	0.05%	\$	(223.09)
9/30/2012	0.18%	0.04%	\$	(229.40) 0.05%
10/31/2012	0.18%	0.50%	\$	614.92
11/30/2012	0.18%	0.50%	\$	1,837.21
12/31/2012	0.18%	0.50%	\$	1,943.28 0.50%
1/31/2013	0.18%	0.50%	\$	1,917.69
2/28/2013	0.18%	0.50%	\$	1,676.64
3/31/2013	0.18%	0.50%	\$	1,922.12 0.50%
				11,156.50

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

The activity is still determined effective.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The benchmarks and metrics remain the same.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection methodology has not changed.



- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

There are no new authorizations.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

There are no changes to the authorizations for this activity. The specific provision of the act that is waived under MTW is Attachment C: B: 5.



2009 - 3 Modify Section 8 Inspection Procedures

- A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.**

CHA proposed and received approval to modify the Housing Choice Voucher inspection procedures in the *Fiscal Year 2008 - 2009 Moving Forward Annual Plan* and implemented the procedure the same year. The approved modification was a waiver of the requirement for an initial Housing Quality Standard (HQS) inspection on newly constructed project-based voucher units and instead, utilizes local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection.

- B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.**

During FY2012, three Project-Based voucher sites came online using the modified process. In FY2013 CHA planned to use the modified inspection process for 20 Project-



Based voucher units at Retreat at Renaissance and 10 units at Everett House, however, these projects will now be completed and leased in FY2014.

Fiscal Year	Number of Units	Cost Savings
FY09	78	\$3,900
FY10	2	\$100
FY11	57	\$2,850
FY12	135	\$6,750

- C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.**

The benchmarks were not achieved due to construction delays at the two anticipated developments.

- D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.**

The benchmarks and metric remain the same.

- E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.**

There is no change in the collection methodology.

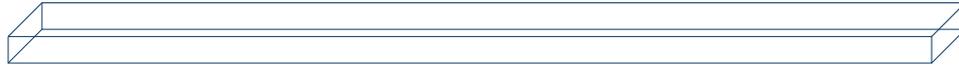
- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

There is no new authorization.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

There are no changes to the authorization. The authorization used is Attachment C: D. 5. & 6.





2009 – 4 Community Based Rental Assistance

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.

CHA operates a Traditional Project-Based voucher, Supportive Housing Project-Based and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). 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; and
- Neighborhoods along Charlotte’s new transportation corridors, including light rail.

There is no annual benchmark for this activity because the CHA Board of Commissioners voted to approve CBRA projects on a case by case basis. In selecting families to occupy Project-Based Voucher (PBV) units the CHA has delegated determination of program and project eligibility to the PBV owner agent. CHA retains the flexibility to use, as necessary, the public housing program guidelines for PBV participants that reside in mixed-finance communities with regard to various operational and procedural functions, including but not limited to forming resident organizations, grievance procedures, etc. This streamlined approach creates consistency for residents and efficiencies in application for staff.

Traditional Activity

In FY2009, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in the same year. CHA adopted a CBRA process (See Appendix G) to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte. CHA is revising the current Community Based Rental Assistance Policy to further increase efforts for deconcentrating poverty and expanding housing and economic opportunities.



Supportive Housing Project-Based Activity

In FY2009, 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, as well as increase the Section 9 opportunities in the Charlotte community. The activity was implemented in FY2009.

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 may be delayed or not occur. CHA encourages the use of Section 9 subsidies in these partnerships. CHA planned to pursue 2 supportive housing opportunities in FY13, however, the 19 Section 9 units at the UFS Domestic Violence Shelter, as well as the Section 9 units being considered with a partnership for the House of Prayer was determined unfeasible by those entities and are no longer being considered.

Through MTW flexibility, CHA allows supportive housing programs to operate on a month to month lease, rather than requiring them to modify their program to comply with existing HUD regulations requiring 12 month initial leases. This is significant in respect to non-compliance and participant termination.

Developments for housing for persons with disabilities, special needs, and homeless are marked with an asterisk* in the chart listing total CBRA units.

Local Rental Subsidy Activity

The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented the same fiscal year. CHA staff developed a local Community Based Rental Assistance Program (CBRA) in partnership with Charlotte Family Housing (CFH). The local rental subsidy program provides 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 years with a one year extension and non-working families are given a four year program requirement with a one 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 established operating procedures, landlord relationships, and administrative staff to deliver wrap-around services. The partnership enables delivery of supportive services at no cost to CHA.

The families are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). The program targets 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. Due to calculation discrepancies, CHA has implemented the 30% rule until CFH can provide an updated recalculation policy. 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 to five 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 leased up 34 families under the Charlotte Family Housing local subsidy MTW initiative as of March 2013.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

The following units have been approved and developed or are in development:



Housing Authority of the City of Charlotte | FY2013 Moving Forward Annual Report

Year Completed	Development	Number of PBV Units	Number of ACC Units	Percent Below Poverty Level*
Pre-MTW	Prosperity Creek	84		9.4%
	McAden Park	30		23.8%
Total Pre MTW		114		
FY09	940 Brevard	60		10.6%
FY09	Springcroft @ Ashley Park / Live Oak Seniors	18		0.9%
FY09	Seigle Point	18		23.0%
FY09	YWCA Families Together*	9		16.0%
Total FY2009		105		
FY10	Ashley Square at Southpark	14		62.2%
FY10	Mill Pond	51		1.0%
FY10	Cherry Gardens Senior	11		16.8%
Total FY2010		76		
FY11	McCreesh		63	19.8%
Total FY2011			63	
FY12	McCreesh Place II*	25		19.8%
FY12	Charlotte Local Rental Subsidy*	50		Scattered sites
FY12	Steele Creek Seniors	60		5.9%
FY12	Moore Place*	51	34	46.2%
Total FY2012		186	34	
FY13	Woodlawn House	52		16.0%
Total FY2013		52		



FY14	The Retreat @ Renaissance (HOPE VI)	20		Challenged
FY14	Everett House*	10		Stable
FY14	The Residences @ Renaissance (HOPE VI)	23		Challenged
Total Anticipated FY2014		53		

*American Fact Finder, Poverty Status in the Past 12 Months 2007-2011 American Community Survey 5-year Estimates

Status of Local Rental Subsidy Program	Number	Applicant Statistics
Leased	34	19 Non-Working; 15 Working
Searching	7	7 Eligible/Searching
End of Participation	18	9 Withdrew on their own/ 1 Charlotte Family Housing Withdrew; 8 Non-Compliance
Canceled (before lease-up)	16	7 Family Withdrawals; 9 Charlotte Family Housing Withdrawals
Denied	22	15 Over Income; 4 Debts Owed; 3 Criminal
Total Referrals	97	

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

The benchmarks were not achieved. The Residences at Renaissance and Everett House were slated to utilize project-based vouchers in FY2013; however, the construction and lease up were not completed. Additionally, Charlotte Family Housing did not utilize the 50 subsidies made available by CHA.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The benchmarks and metrics remain the same.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection methodology has not changed.



F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

No new authorization was used.

G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

The authorizations used were Attachment C: B. 1. b., iv., B. 1. b., vi., B.1.c., B. 2, B.4., C.2, 9 & 10, D. 1 - 7. CHA also 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.



2010 – 2 Resident Safety Initiative

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.

In the FY2010 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 years. The Resident Safety Division measures the Part I crimes as defined by the Uniform Crime Reporting (UCR) Program for the fiscal year. Part I crimes include burglary, assault, rape, homicide, robbery, arson, motor vehicle theft, and larceny.

The Resident Safety Department continues to provide private security at the elderly sites year round. The family and scattered sites receive private security during the summer months. Surveillance cameras are in operation at four senior high rises and 13



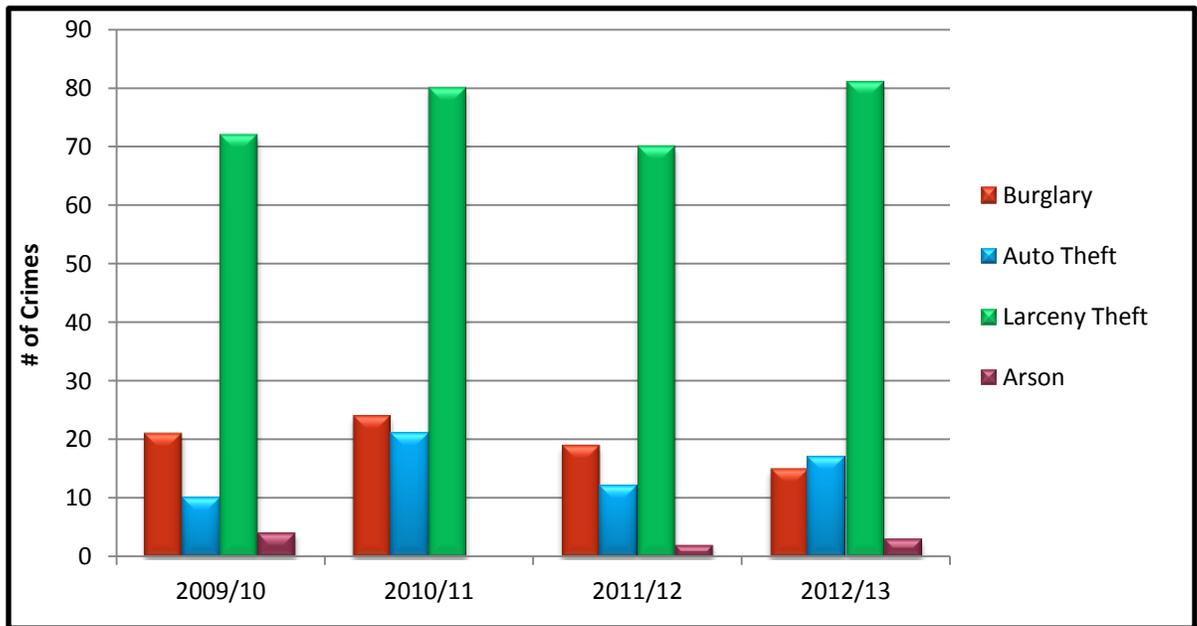
family/scattered sites. Resident Safety staff reviews camera video weekly, based on the volume of calls for services as it relates to criminal incidents.

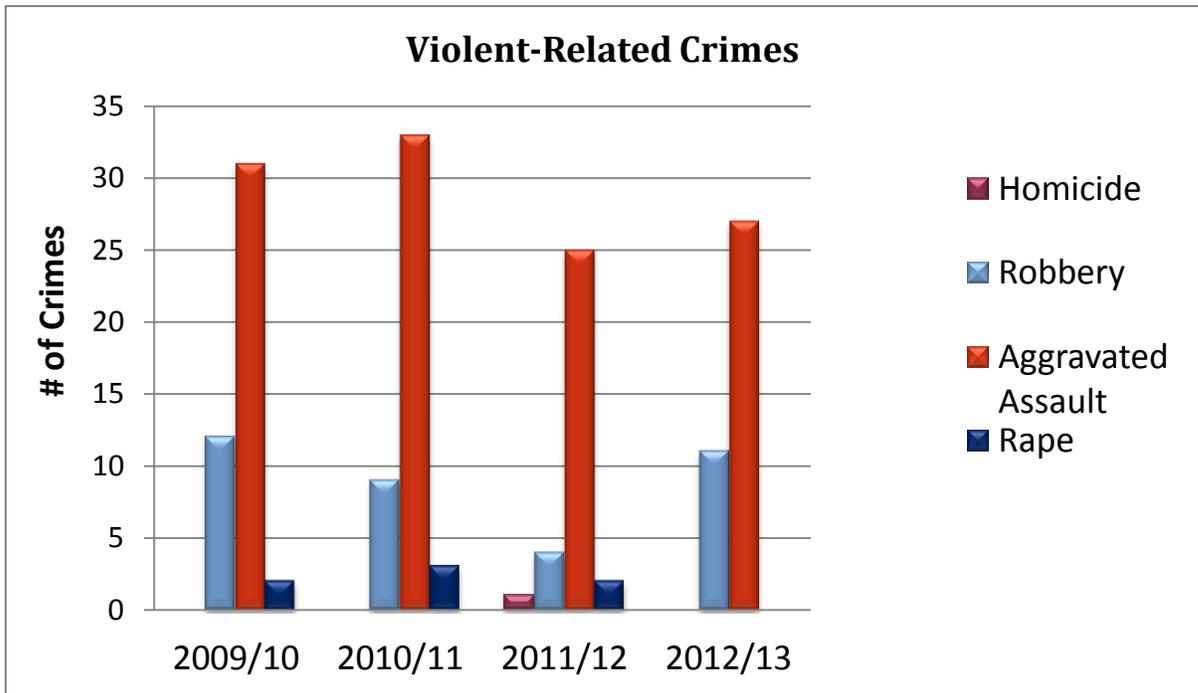
B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

Each month, participating law enforcement agencies submit information on the number of Part I offenses that become known to them from the Federal Bureau of Investigation; those offenses cleared by arrest or exceptional means; and the age, sex, and race of persons arrested for each of the offenses. The Charlotte-Mecklenburg Police Department measures crime according to Part I.

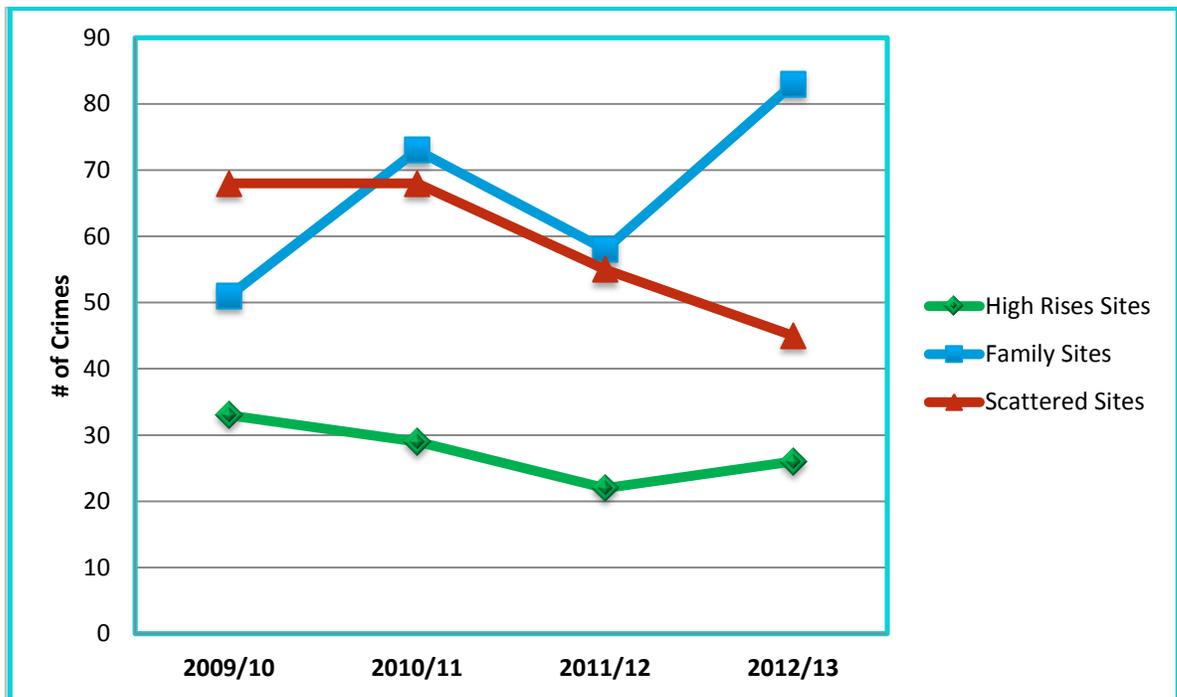
CHA's benchmark was a 5% decrease from the previous year, however, CHA saw a 1% increase in Part I crimes for FY2013. The increase in crime was similar to the increased crime rate in the City of Charlotte.

Property Related Crimes





Crime Trends by Sites



C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

One of the biggest challenges facing CHA is the aggravated assault and larceny crime categories. Upon review, it was determined that CHA residents were the victims and not offenders in the majority of these incidents. Additionally, it was noted that the victim and offender had an established relationship prior to the incident/crime. Resident Safety staff will provide resources and training on avoiding conflict to residents of CHA managed communities.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The benchmark and metric remain the same.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection method has not changed.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

No new authorization was used.

G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

No new authorization was added. The authorization for this activity is Attachment C: B.1.b.v.



2009 – 5 Moving Forward Supportive Services

A. List activities continued from the prior Plan year(s); 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 FY2009 Annual Plan. Implementation began in the same year. The activity promotes work and self sufficiency.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

Moving Forward Supportive Services are provided to three pilot groups. The Client Services Department also tracks a comparison site, Dillehay Courts. Dillehay is a large conventional public housing community that does not currently receive supportive services.

Moving Forward Supportive Services-FSS Program:

The Charlotte Housing Authority is the agency offering the Moving Forward-FSS Program, which operates in our conventional sites located at Claremont, Victoria Square as well as in the Housing Choice Voucher (HCV) program. This program is the combination of the traditional family self-sufficiency (FSS) program and the newer MTW Moving Forward Self-Sufficiency program. In 2010, FSS contracts were no longer offered and those who were under a traditional FSS 5-year contract had the option to remain under their FSS contract or roll under the new Moving Forward Supportive Services program. Existing FSS contracts will end during the 2014-2015 Fiscal Year. Under this program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward Supportive Services program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years.



Moving Forward Supportive Services Program:

For the purpose of this report, two (2) agencies provided services under the Moving Forward Supportive Services program: Genesis Project 1, Incorporated (Genesis provided self-sufficiency programming to three conventional public housing sites: Cedar Knoll, Leafcrest, and Tarlton Hills); and Children’s Home Society (CHS provides self-sufficiency programming to our relocated Boulevard Home’s families).

Like the Moving Forward-FSS program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years. Many of the active participants in this program have a lot of barriers to self-sufficiency.

The chart below illustrates the 2nd quarter achieved benchmarks for the families receiving Moving Forward Supportive Services.

Vendor	Decrease Minimum Renters	Increase Number Working	Job Retention 12+ Months	Income Progression	Prepare for Market Rate
CHA (73 of 78 Households)	20	44	29	\$8,929	4
FY2013 Benchmark	6	63	20	\$10,654	14
Children’s Home Society (109 of 230 Households)	42	52	32	\$6,924	33 ¹
FY2013 Benchmark	12	108	36	\$8,763	2
Genesis Project 1 (147 Households)	27	38	21	\$7,872	3
FY2013 Benchmark	9	92	30	\$12,720	0

1: Denotes the number of households interested in returning to the revitalized site.



Comparison Group Data - “Moving the Dial”					
	Minimum Renters on Caseload	Working Households on Caseload	Working with a Job Retention Rate of 12+ Mos on Caseload	Average Income of Vendor	Positive Move-Outs of Caseload
Moving Forward					
(Began Jan 2010) Children’s Home	40.4% (66 out of 163)	23.9% (39 out of 163)	43.5% (17 of 39)	\$4,609	None
(March 2013) Children’s Home	38.5% (42 out of 109)	47.7% (52 out of 109)	61.5% (32 out of 52)	\$6,924	Preparing for Return to Revitalized Site
(Began Sept 2011) Genesis Project 2, Inc.	37.5% (42 out of 112)	25% (28 out of 112)	46.4% (13 out of 28)	\$6,510	None
(March 2013) Genesis Project 1, inc	28.7% (27 out of 94)	40.4% (38 out of 94)	55.2% (21 out of 38)	\$7,872	3
Comparison Group					
(Began Sept 2011) Dillehay Courts	47.4% (64 out of 135)	25.9% (35 out of 135)	48.5% (17 out of 35)	\$5,756	None
(March 2013) Dillehay Courts	49.6% (66 out of 133)	30.8% (41 out of 133)	29.2% (12 out of 41)	\$4,257	None

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

Moving Forward Supportive Services-FSS Program:

CHA provides self-sufficiency programming at Claremont, Victoria Square and the HCV FSS program. Performance scoring for this group overall shows areas of improvement for decreasing the number of minimum renters and working with property management or housing specialists to decrease the number of negative evictions/lease



violations. It should be noted that case management staff does not have control over eviction or lease violation exits, but when circumstances permit, they can be prevention advocates which becomes part of the work plan. As the minimum renter issue is addressed through increasing hours worked per week and wages, the increases will directly impact the performance for increasing the number of working families, decreasing the number of minimum renters and income progression. In reviewing the data, the number of unexpected negative exits across the three program sites had a significant impact in the performance scores. Total combined negative exits totaled twenty-one (21). When added to the twelve (12) positive exits, this site would have potentially exceeded the year-end goal of twenty-two (22). Likewise, if the unexpected negative exit incomes were included back in the active caseload, the number of working families would have remained at one-hundred-thirty-two (132) out of the target goal of one-hundred-forty-six (146), which would have been at 90.4% of the goal. Job retention would have also continued to exceed the annual goal by another four (4). Income progression would have increased from the reported \$11,649 to \$14,011, which would have resulted in a performance score of 95.8% of the goal met.

Moving Forward Supportive Services – Pilot Group B: Boulevard

Children's Home Society: Ongoing improvement impacts can best be seen over-time. Although it seems slow, it is steady progress. For example, when supportive services began there were as many as fifty-one (51) minimum renters on the active caseload. February and March of 2013 held steady at forty-two (42) minimum renters. Although significantly higher than the target goal, there is still progress. Again, when services began there were as few as thirty-eight (38) working households. By the end of this fiscal year the number had increased to fifty-two (52) working households. Job retention is another area where improvements can be noted. In 2010, this group only had seven (7) households who had a job retention rate of twelve (12) months or more. They currently have thirty-two (32), which is 62% of the working caseload. Income progression overall continues to be a challenge, however the reduction in overall average income from \$7,133 to \$6,924 (a difference of \$209) does not showcase the average site wage which is currently at \$10,381. So although this vendor was held to a



challenging set of metrics during the 2012-2013 FY, they are continuing to positively impact the caseload. They currently have 51 total families in the process of preparing to return to the revitalized community at both “The Retreat at Renaissance” as well as prepping for the fall opening of “The Renaissance”.

Genesis Project 1, Inc.: Effective April 1, 2013 the Charlotte Housing Authority will be providing services to these residents. The total number of minimum renters was reduced by one (1) from March 2012-March 2013. During this same time period there was a decrease of two (2), from forty (40) to thirty-eight (38) working households. Those on the caseload who had a job retention rate of twelve (12) months or more remained at twenty-one (21), and the average site income changed from \$9,785 to \$7,872.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The benchmarks and metrics remained the same.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection methodology has not changed.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

No new authorization was used.

G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

No new authorization was used. The authorization used is Attachment C: B.1.



2009 – 6 Youth Initiatives

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.

In FY2009, 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 Agreement has expired; however, CHA's focus continues to be on providing services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

Communities in Schools (CIS) is a nationally recognized nonprofit organization providing dropout prevention services for at-risk youth. The Charlotte affiliate operates its program in 44 schools (elementary through high school) across Mecklenburg County.

Prior to the start of the 2012-2013 school year CHA provided Communities in Schools with a listing of the agency's school-aged youth. This list was then matched to CIS records to determine the number of CHA students served under the CIS program. At the time there were 3,431 school-aged youth under the S8 & S9 programs. Of the 3,431 matches, 663 were determined to be receiving CIS services. A small percentage of school-aged youth were also receiving supportive services through CHA Client Services providers. (5% (35) of the 663 CHA youth)

For the FY2012-13 CIS served more than 663 youth residing in CHA properties and/or the CHA Housing Choice Voucher Program. The most recent data available was reported on in FY2013 Annual Report for school term ending June 2012. Data results are provided on an annual basis in mid-November.



FY2012-2013 School-Aged Youth Under Supportive Services Data (5-18)

Service Provider	Total Youth	Number Served by CIS of Youth Under Supportive Services	Number Youth Served Only by CHA/ Service Provider
Charlotte Housing Authority	346	9	337
Children's Home Society	111	1	110
Lutheran Family Services	187	1	186
Symmetry Behavioral Health	151	1	150
Melange Health Solutions	197	0	197
Genesis Project , Inc.	147	23	124
Totals	1,139	35	1,104

CHASF reported 92 recipients for FY2013. This is a 22.6% increase over FY2012 performance. The significant increase is a result of expanded partnerships (Communities in Schools, Right Moves for Youth, etc) and awareness events (Annual Awards Ceremony, Holiday Social, Resource Fair, etc). CHA anticipates the numbers to continue to increase as programming is offered to middle school youth.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

This activity is still determined to be effective.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

Due to the ongoing stagnation with CMS, CHA has removed the following items which are dependent on CMS data:

Aggregate Level Data – CMS – ON HOLD

1. # of CHA seniors anticipated to graduate
2. # of CHA students promoted to next grade level
3. # of CHA students complying with attendance policies



Beginning April 2013 CHA will track the following metrics:

1. Increase CHA HS grads participating in CIS programming who enter post secondary education – Target is 80%
2. CHA students participating in CIS will achieve an average daily attendance of 90% or higher – Target is 80%
3. CHA seniors participating in CIS will graduate from high school with a high school diploma – Target is 85%
4. Increased percent of students (in sites with supportive services) that are awarded scholarships in the Charlotte Housing Authority Scholarship Fund – Target is 25%

The CSS Supportive Services coordinated for youth are:

- Early Childhood Development
- Mentoring
- Academic Tutoring
- Enrichment/Motivation Activities
- Basic Needs
- College/Career Preparation
- Mental Health/Counseling
- Professional Medical Services
- Before/After School Care
- Extra Curricular Activities
- CHASF
- CIS
- GED/Alternative Education Programs
- Occupational Skills Training
- English is a Second Language
- Employment Preparation

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection methodology has not changed.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

No new authorization was used.

G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

No new authorization was used. The authorization used is Attachment C: B.2.





2009 – 7 Increase Acquisition and Rehabilitation of Existing Multi-Family Properties

A. List activities continued from the prior Plan year(s); 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. In FY12, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

CHA has found acquisition more cost effective and, at times, it has allowed the agency to add more units to the inventory in a shorter period of time than new construction. The economic downturn allowed CHA to increase unit production through acquisition in higher income areas of Charlotte. In contrast, if CHA had opted to only build new, it would have severely delayed the addition of units because of construction costs. Current new construction is at \$120,000 or more per unit.

The table below illustrates the lower cost per unit for acquisitions. The benchmark for FY2013 was to acquire one property. CHA completed due diligence on 2 expiring tax credit properties during the fiscal year, however, the owners reconsidered the sale to CHA; therefore, there were no purchases or acquisitions during FY2013. CHA added the following units to the existing inventory using the MTW flexibility for this initiative.

Fiscal Year Acquired	Property	Units	Cost Per Unit
2009	Fairmarket Square	60	\$48,667
	Seneca Woods	50	\$71,059
	Woodlawn House	104	\$80,384
2010	Hampton Creste	239	\$23,013
	Mill Pond	168	\$67,500
	McMullen Wood	55	\$61,000
2012	Little Rock Apartments**	242	\$49,753



****These units are multi-family Project-based, not Section 8 or 9.**

- C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.**

The activity continues to be determined effective. CHA will pursue feasible projects.

- D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.**

There was no change in the benchmark or metric.

- E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.**

The data collection methodology did not change.

- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

No new authorization was used.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

The waiver used is Attachment C: B. 1. b. and C 13. and Attachment D, Community Specific Authorizations, through which the Agency 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.

2009 – 8 Land Acquisition for Future Use

- A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.**



The agency was approved to implement land acquisition for future affordable housing in FY2009. The activity was implemented in the same fiscal year.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

The purpose of the activity is to secure as many good locations, if possible, along the new transit corridors and light rail as well as in rapidly developing areas of Charlotte to expand housing choices. CHA has a surplus of land in inventory, but experiencing challenges in securing development financing; therefore acquiring additional land is not a priority at this time. Steele Creek Seniors has been developed; Krefeld Drive and Park and Marsh development scenarios are being assessed.

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

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

CHA’s initial goal in 2009 was to acquire land for development every two years. There were no benchmarks for FY2013, as CHA concentrated efforts in securing development financing.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The benchmark and metric remain the same.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection in methodology has not changed.



- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

No new authorization was used.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

No new authorization was used. The waiver used is Attachment C: C 13.

Local Non-Traditional Initiatives

2011 – 1 Acquisition of General Partnership Interest

- A. List activities continued from the prior Plan year(s); 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 FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), 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 the Boulevard Homes site (now known as The Renaissance), CHA's former 300-unit public housing development, and the focus of CHA's FY2009 HOPE VI grant.

- B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.**

Due to budget restraints, CHA's endeavor to provide services and opportunities to Little Rock's residents such as self-sufficiency and employment services is delayed. Once a plan for services has been approved, appropriate baselines, benchmarks, and measures will be developed and implemented.



- C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.**

There were no benchmarks set for FY2013.

- D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.**

Baselines, benchmarks and metrics will be established at a later date.

- E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.**

The data collection methodology has not been established.

- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

No new authorization was used.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

No new authorization was used. 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.

2011 – 2 Convert Units to Public Housing

- A. List activities continued from the prior Plan year(s); 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 2nd amendment to the FY2011 Annual Plan. The agency began implementation in FY2011.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

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 was 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.

There are 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:

- The Ship program at Hampton Creste has 57 families with 135 children
- Within the current families, 40% are employed and 29% of the unemployed are actively participating in an education and or training program.
- There were a total of 31 exits, 12 were positive, 1 voluntary withdrawal, and 18 negative exits.
- The positive exits were head of households securing affordable housing locally, out of state, and through programs with permanent subsidy for persons with mental and substance abuse disabilities.

Supportive Housing Innovative Partnership (SHIP) at Hampton Creste Anticipated Outcomes				
	<i>Metric</i>	<i>Baseline</i>	<i>3 Year Benchmark</i>	<i>Actual as of 03/31/2013</i>
1. Increased Supportive Housing Units w/Self-Sufficiency Component				
	<i>Number of supportive housing units</i>	<i>0</i>	<i>60</i>	<i>57</i>
2. Residential Stability				
	<i>Number of residents who move to housing with less support</i>	<i>0</i>	<i>70% (42 of first 60 families)</i>	<i>14% (8)</i>
	<i>Number of families who do not return to homelessness</i>	<i>0</i>	<i>95% (57 of first 60 families)</i>	<i>86% (49)</i>

* Number discrepancy due to (5) negative exits returning to shelter system

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

The activity is on schedule.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The benchmarks and metrics remain the same.

E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The data collection methodology remains the same.



- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

There is no new authorization.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

No new authorizations were used. 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.

2011 – 3 New Construction of Affordable Units

- A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.**

The activity was approved in March 2010 as Construction of the Lofts at Seigle Point as a first amendment to the FY2011 plan. The activity was renamed to New Construction of Affordable Units to serve a broader scope with an amendment approval in FY2012. CHA proposes to develop properties into mixed-income communities. The projects will include units intended for a wide range of income levels, from market rate to units that are affordable to those earning less than 30% area median income (AMI). The units available to families at or below 30% AMI may be subsidized by CHA project-based vouchers or public housing subsidies. Adding these units will increase housing choices for those needing affordable housing. The selected environment will be an ideal situation for residents to excel in CHA's Moving Forward program.



B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

There are currently two projects under this activity:

1. The Lofts at Seigle Point is the final on-site component of the Seigle Point HOPE VI redevelopment of the former Piedmont Courts. However, HOPE VI funding is not included in this project. 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 AMI and below and 20% will be affordable to those earning less than 30% AMI subsidized by CHA project-based 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.

CHA broke ground on the Lofts at Seigle Point in December 2012. Construction began January 2013 and is expected to be completed September 2014.

2. The Charlotte Housing Authority has been awarded a \$20.9 million FY2009 HOPE VI Grant by HUD for the redevelopment of its Boulevard Homes (renamed The Renaissance) 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.

The Retreat, a 110 unit independent living development for seniors, is the first phase of the project. Residents will begin moving into the new community in FY2014. The second and third phases will consist of 224 units of rental housing for families. The 2nd phase is presently under construction and expected to



finish during FY2014. The residential buildings proposed include three story apartment buildings, two story direct access apartment buildings and two story townhomes, configured in one- to three-bedroom units.

- C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.**

The activity is on schedule and determined effective.

- D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.**

The benchmarks and metrics remain the same.

- E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.**

The data collection methodology has not changed.

- F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.**

No new authorization was used.

- G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.**

No new authorization was 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.



Ongoing Initiatives Being Closed Out as of March 31, 2013

Site-Based Waiting Lists for Public Housing and Housing Choice Voucher Units

A. List activities continued from the prior Plan year(s); 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-base Housing Choice Voucher units in FY2009. The activity began in the same year.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if the activity is on schedule.

CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. A site-based waiting list decreases 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.

CHA considers this activity a success due to no 3rd offers in FY2013 and closed out this activity effective March 31, 2013.

C. If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective.

The activity was determined effective.

D. If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact.

The activity closed out at the end of FY2013. There were no changes in the benchmark or metric in FY2013.



E. If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected.

The activity closed out at the end of FY2013. There was no change in the data collection methodology.

F. If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary.

There was no new authorization used.

G. Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity.

There is no change to the authorizations used. The waiver used for this activity is Attachment C: C and D: 4.



VII. Sources and Uses of Funding

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

This item is addressed in Appendix J.

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

This item is addressed in Appendix K.

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

This item is addressed in Appendix J.

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

CHA does not use a cost allocation plan.

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 item is addressed in Appendix J.

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

CHA opts out of this item.

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

CHA opts out of this item.

“Begin with the end in mind.”

~Stephen Covey



VIII. Administrative

A. Description of progress on the correction or elimination of observed deficiencies cited in monitoring visits, physical inspections, or other oversight and monitoring mechanisms, if applicable.

This is not applicable to CHA.

B. Results of latest Agency-directed evaluations of the demonstration, as applicable.

The Center for Urban and Regional Studies at the University of North Carolina at Chapel Hill (the Center) is conducting an evaluation of the Moving Forward Program under a contract with the Charlotte Housing Authority. The objectives of the evaluation are to monitor and provide feedback on program implementation, and to assess program outputs and impacts. The key research questions guiding the evaluation are:

- What are the major obstacles to implementing the Moving Forward Program initiatives and how were they overcome?
- To what extent has the Moving Forward Program:
 - achieved greater cost efficiencies;
 - increased housing choices;
 - assisted residents move toward self sufficiency; and
 - improved the quality of life of CHA residents?

These research questions are being addressed with data from: (1) the CHA's YARDI data-base management system; (2) surveys of CHA residents; (3) interviews with CHA and partner organization staff and board members; and (4) analysis of secondary data such as those available in the Charlotte Quality of Life data base.

Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all.

~Dale Carnegie



Summary of Activity for FY 2013

Throughout FY 2013 the Center has continued to collect data on the major research questions mentioned above and entered those data into a master data base. The data being collected include:

- The characteristics of CHA residents;
- The characteristics of CHA units;
- CHA budget and expenditure data;
- Monthly case manager reports on client progress toward self sufficiency;
- The characteristics of neighborhoods surrounding CHA developments; and
- Survey data on resident attitudes and perceptions.

One of the major activities during the year was to design and implement an interim survey of tenants of the CHA's traditional public housing developments, including both those subject to and not subject to the work requirements. This survey contains many of the same questions that were included on the baseline survey and will allow us to assess the early impacts of the Moving Forward program on the residents. The survey also asks residents in the developments subject to the requirement to evaluate the quality of the services they are receiving and their relationships with their case managers. All residents were also asked about how well they understand both the rent reforms and the work requirements, and if they support them or not. Finally, residents were asked to identify the services they are receiving, to rate their usefulness, and to identify services they feel they need but are not getting. Given that the work requirements and case management services are being phased in to selected developments, these survey data will allow a comparison of the attitudes and behaviors of residents subject to the work requirements with those who are not.

The survey was administered between December 2012 and January 2013. Each of the 1,019 households in the conventional public housing developments received a survey and after several follow-up mailings 548 were returned for a response rate of 53.8%. By the close of the fiscal year those data had been cleaned and data analysis had begun. The results of this survey, and how they compare to the baseline survey, will be included in the second interim report, which will be ready in mid-summer 2013.



During the year we also continued to survey the heads of households who left the CHA. The short survey contains questions on why they left CHA housing and in what type of housing they currently reside. A total of 246 surveys were sent, but even after multiple follow-ups, only 19 surveys have been returned a 7.7% response rate.

During FY 2013, the Center also interviewed MF case managers, other key CHA staff members involved in MF program implementation, and CHA board members. The interviews with case managers addressed a variety of topics including: What were the main obstacles to residents moving toward self-sufficiency? How often and in what ways do the case managers communicate with Moving Forward program participants? What services are available to residents?

The interviews with staff members addressed topics such as: What were the main challenges in implementing the various components of the MF program? What changes were made in the program from its original conception? What impacts has the program had on the CHA's ability to achieve its mission? What lessons have been learned about successful program implementation? And, what ideas do you have as to how the program might be improved?

Finally, the interviews with board members included questions such as: How has participating in HUD's MTW program affected the CHA's ability to fulfill its mission? What have been the main challenges in implementing the Moving Forward program? How has the MF program impacted CHA's clients in both positive and negative ways?

During the fiscal year the Center provided the CHA with a summary of the staff interviews along with a list of the main lessons learned and recommendations for strengthening the program. Those recommendations will also be included in the second interim report along with summaries of board perspectives on the MF program. The report will also analyze changes in:

- CHA revenues and expenditures since the implementation of the MF program;
- The number, type and size of CHA-subsidized units since the implementation of the MF program;



- Changes in the number and characteristics of the households served since the implementation of the MF program;
- Changes in the type (e.g. number of units in mixed income developments) and location of CHA controlled housing opportunities since the implementation of the program;
- Changes in tenant progress toward self sufficiency;
- The cost effectiveness of the MF program; and
- Resident satisfaction with various aspects of their living environments and the CHA management.

The main activities planned for FY 2014 include:

- Undertaking a review of the Moving to Work (MtW) programs in other public housing authorities to identify those practices that have worked well and those that have not. This information will be presented to CHA in a concise report.
- Developing and implementing a survey of HCV participants. In anticipation of MF case management being expanded to include HCV participants, the Center will develop a survey and administer it to a sample of HCV participants. The data collected will be cleaned and analyzed.
- Receiving, organizing, analyzing, and presenting data from the End of Month MF case management reports. Annual reports on progress toward self-sufficiency among those receiving case management will be prepared and delivered to CHA.
- Acquiring, organizing, and analyzing data from Real Estate, Housing Choice Voucher, Client Services and Finance divisions of CHA. The Center will work with CHA staff to receive relevant data from the Real Estate, Housing Choice Voucher, and Finance divisions.
- Continuing to receive information on those who have exited from CHA and sending them the Exit Survey we have developed. Conduct an analysis of the responses to the Exit Survey and write-up the results for CHA.
- Developing 3rd round interview guides and conducting interviews with members of the CHA Board of Commissioners, key CHA administrators, and case managers.

