



Moving Forward Annual Plan Fiscal Year 2010-2011

Housing Authority of the City of Charlotte
1301 South Boulevard
Charlotte, North Carolina 28203
Revised 07/19/10



Charlotte Housing Authority

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INTRODUCTION

The Housing Authority of the City of Charlotte (CHA) was created in June 1939, with the intent to provide temporary housing for families unable to obtain housing due to a changing economic system. During 70 years of operation, the agency has evolved from being the housing of last choice; traditionally recognized for standard, sanitary and safe dwelling accommodations. The present day CHA is the largest provider of quality, attractive, affordable housing for very low to low income families in Charlotte/Mecklenburg.

Based on its reputation as a high performing agency with leadership abilities, CHA was selected as one of 30 agencies to participate in the Department of Housing and Urban Development's (HUD's) Moving To Work (MTW) Demonstration Program. CHA executed an amended and restated MTW agreement in April 2008 which extends through 2018. Through the flexibility of the MTW Demonstration Program, CHA is able to develop policy and housing strategies to address local challenges, receive exemptions from specified federal regulations and combine funding awarded by HUD into one single fund budget with full flexibility. CHA has branded the local effort as Moving Forward, which reflects a combination of shared intent, forward movement, and the image of affordable housing as a safety net and platform for rebuilding lives.

Charlotte has initiated a number of activities that meet the federal statutory objectives: **1)** reduce cost and achieve greater cost effectiveness in Federal expenditures; **2)** give incentives to families with children whose heads of household are either working, seeking work, or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient; and **3)** increase housing choices for low-income families. There are examples on the pages following this introduction that serve as an overview of the local challenges CHA is facing, as well as the activities designed and the approaches the agency is in the process of testing to determine what is effective or successful and what is not.

The purpose of the Annual Plan is to provide local stakeholders and HUD with a clear understanding of the Agency's activities for the coming fiscal year. CHA's vision *Creating Community, Empowering Families and Building Partnerships*, as well as the new agency mission **"To develop, lead and execute community-wide strategies that meet the broad range of housing needs for families who cannot otherwise attain conventional housing"** set the framework for our corporate objectives and strategic goals.

Strategic Goals

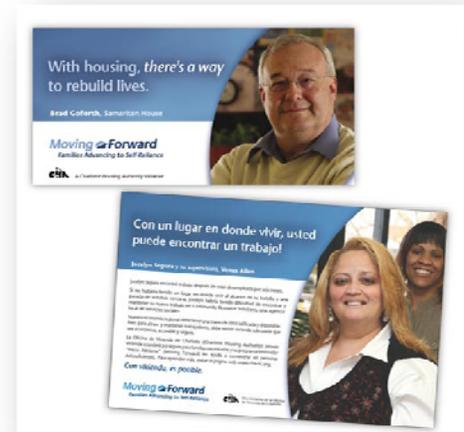
- Lead the development of collaborative relationships for affordable housing solutions to a broad continuum of stakeholders.
- Maximize the economic, physical, and social value of our real estate portfolio.
- Ensure that the Authority attains long-term financial viability.
- Provide the highest quality most cost effective real estate management services, which exceed HUD and industry standards.
- Create an environment that facilitates the development of client families to reach their highest potential.

In this section CHA summarizes the new and ongoing activities for this program. The divisional Moving Forward goals and objectives are listed in the long-term plan section. The use of MTW flexibility to initiate the Moving Forward activities will aid CHA in accomplishing the projects below which constitute the agency wide Moving Forward goals and objectives for the year:

- ❖ **Continue the Social Marketing/Educational Outreach Campaign on Moving Forward.** CHA launched a social marketing campaign in March 2009 to introduce the Moving Forward initiative to the Charlotte area and to communicate the importance of affordable housing for the low income families CHA serves. The initiative has far-reaching implications for everyone who lives in the community and requires informing all of our constituents, including the general public.

The campaign, implemented over a six-week period, utilized diverse media channels, including television, radio, outdoor billboards and print. In addition to informing the public about the Authority's Moving Forward efforts, the goal of the campaign was to build public support for the initiative by changing damaging or unfair misperceptions about residents of public housing and participants in the Section 8 program.

- ❖ **Redevelopment of Boulevard Homes:** CHA applied for a HOPE VI grant to redevelop Boulevard Homes. The envisioned redevelopment represents a unique partnership among CHA, Charlotte-Mecklenburg Schools (CMS), the City of Charlotte, Mecklenburg County Park and Recreation and several service providers to create an education-centered mixed-income community.



Why Boulevard Homes?

- Built in 1969 and located at the corner of West Blvd and Billy Graham Parkway, the property houses over 900 public housing residents in 300 units.
- Significant crime issues and disinvestment in the immediate neighborhood
- Highest capital needs in CHA's portfolio
- Represents a continuation of Charlotte's investment in the West Boulevard Corridor - and an opportunity to support that investment at one of the gateways to the City
- Greatest potential for innovative partnerships

Redevelopment Plan

- CHA is committed to replacing the 300 public housing units by providing new units both on-site and at several off-site developments. CHA is has received a commitment of housing funds and infrastructure funds from the City of Charlotte. The onsite redevelopment will consist of:

- a. 200-300 mixed-income family units
(*very low income, workforce and market units*)
 - b. 80-120 independent living units for seniors
- o The services network will focus on youth, family and community to offer education, social services and community-building programs to neighborhood residents and surrounding communities. This comprehensive and unique educational-based approach should help make this Charlotte's most successful HOPE VI redevelopment yet.



Educational Village Concept

- o The revitalization plan creates an “educational village” located at the entrance to the new community. Designed to connect the residents at every stage of learning, the village brings together the following:
 - a. A signature K - 8 school
 - b. An early childhood development center
 - c. A state-of-the-art community space

Other Partnerships

- o Mecklenburg County Park and Recreation – Park and Recreation will manage the school’s recreational space and the community space, in conjunction with their Southview Recreational Center. The redevelopment also incorporates and connects the greenway and trails system.
- o Child Development Center - There will be a child development center on-site with a research-based curriculum that provides scholarships and priority for neighborhood residents.
- o Central Piedmont Community College - With its Harris Campus located just north of the community, CPCC will provide onsite adult education classes, job training programs, a computer lab and computer classes.

Harlem Children’s Zone/West Boulevard Corridor Redevelopment

- o The Harlem Children’s Zone (HCZ) is a non-profit community agency that runs a broad-based program to meet the educational, health, and social-service needs of residents in nearly 100 blocks of central Harlem. HCZ focuses on providing support for children, and their families, from birth until graduation. As part of Moving Forward and the Boulevard Homes Redevelopment, CHA is exploring HCZ and other similar models to design a Charlotte model in the West Boulevard Corridor. This model will incorporate an education continuum, social services and community building.

- ❖ **Leveraged Partnerships** CHA recognizes that even with MTW flexibility, it is only through the power of partnerships that the agency is able to expand its resources and programs. Homeownership, character development, financial literacy, academic & employment training programs as well as supportive & health services are just a small range of the agency partnerships CHA networks with to enable residents to move forward. In order to analyze the existing partnerships and establish a process for identifying collaborations that are most vital to Moving Forward and the families it will impact, the agency enlisted the services of the Lee Institute, a non-profit organization that designs projects to bring about collaboration with community involvement. The Lee Institute is also engaged in helping the agency increase community awareness and “buy-in” to Moving Forward. An advocacy strategy was instituted beginning with the Authority’s CEO meeting with elected officials, community leaders and other professional associates. One result of these meetings was an outline for an advisory council who would bring community input from each of their unique perspectives and provide feedback to the CEO on the Authority’s existing and potential role in serving the housing continuum. Establishing an advisory council creates the opportunity for community input to CHA and the CEO on the work and perception of CHA. The council will meet twice a year, with council members engaging in the work of CHA through sharing their feedback, advice and perspectives. Additional benefits of the advisory committee would be the identification of the current initiatives that exist or have been proposed by these stakeholders that may overlap with CHA’s scope of work. This potential to leverage resources will deliver more effective services, prove cost effective and address both the affordable housing shortage & the need for housing along a continuum.

- ❖ **With Every Heartbeat Is Life** This initiative is a partnership between HUD and The National Heart, Lung, and Blood Institute. NIH (National Institute of Health) created the project, With Every Heartbeat Is Life, to help African Americans prevent heart disease.

Who will CHA serve under this initiative and how?

- CHA will target the residents of Boulevard Homes and Southside Homes (680 families). Boulevard Homes was selected because of our HOPE VI initiative; Southside Homes was chosen because we want to have a centralized pilot with volume outcomes.
- Surveys were conducted at the two selected sites to determine how many residents may have heart disease risk factors. This survey was drafted by National Institute of Health. The survey results were sent to HUD. Survey results will be used to determine the need for referrals to a Community Health Center.
- CHA will host a kick-off event & recruitment event, followed by 10 weekly sessions at each site that will educate residents on knowing their risk factors for heart disease and empower them to do something about it.
- Trained community health workers (5 CHA residents who have attended the HUD training) will assist with training/educating residents during monthly workshops. More residents will be recruited as the process continues so that the program will be sustainable as residents move up and out of housing.



- CHA developed a partnership with C.W. Williams, a local HRSA (Health Resources and Services Administration), to assist with facilitating monthly workshops. HUD has indicated they will be assisting PHAs in solidifying these relationships.
- Residents who are identified as having risk factors during the workshops will be given the opportunity to receive health services with C.W. Williams.

Success equals:

- Increased knowledge about heart disease risk factors
- Promote healthy lifestyle behaviors
- Implement activities within public housing communities to help individuals, families, and communities:
 - Reduce Cardiovascular Disease risk factors, such as high blood pressure, high cholesterol, diabetes, cigarette smoking & obesity
 - Promote healthy eating and physical activity

Goals/Objectives for WEHTL Sessions:

- 20% of residents who demonstrate risk factors from needs analysis will attend program.
- 80% of residents who attend will increase their knowledge about cardiovascular disease through pre and post test quizzes.
- 50% of residents who attend the program will address their cardiovascular disease risk factors as demonstrated on pre and post program health screenings.
- 100% of those who participate will have a quantifiable change in lifestyle behavior (Ex: increased physical behavior, healthy food and nutrition choices, connection/access to medical care)
- 50% of able bodied participants who attend and complete the program will obtain and maintain employment due to an achievement of a healthier lifestyle and choices which may remove previous employment barriers.

❖ **Public Participation**

A resident/participant annual planning session was held September 2009 to discuss ongoing initiatives, provide updates on case management & the revised rent reform as well as gather suggestions & feedback on the draft. A few sites were visited by MTW staff prior to and during the development of the plan to advise residents of the opportunity to make suggestions on activities CHA should explore and the public review dates for feedback. An additional group of sites were selected for presentation of the plan during the public review period. Documentation of the public hearing comments is recorded in Appendix B.

Below is a summary of the Moving Forward initiatives implemented by the Charlotte Housing Authority. More detailed information on the initiatives is highlighted in the New and Ongoing MTW Activities Sections.

Housing Authority of the City of Charlotte Moving Forward Initiatives Summary

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
21	Amend Section 8 Housing Assistance Payment (HAP) Agreement	CHA amended the HAP Agreement to make changes such as inclusion of an owner registration requirement and mandatory direct deposit. The revised HAP Agreement mandates that the owner must notify the family and CHA in writing of any foreclosure notices and that the tenant is not responsible for payment of the CHA portion of the HAP during the term of the HAP contract.	2008-2009	Implemented FY 2009-2010 Ongoing
22	Housing for persons with disabilities, special needs and homeless	CHA created and enhanced relationships with local social service provider agencies by working with two major nonprofit providers on new supportive housing projects.	2008-2009	Implemented FY 2008 – 2009 Ongoing
24	Conversion of units to public housing	CHA will place public housing units to serve homeless families and implement a supportive self-sufficiency program in partnership with local service providers.	2010-2011	In Development
28	Alternate Review Process	Beginning January 2010 re-certifications for senior/disabled will be bi-annual; criminal background checks will be conducted at recertification; and rent reform initiated.	2008-2009	In Development
29	Rent Reform and Work Requirement	Proposing modification of rent calculation and increase in minimal rent. A hardship policy will be in place. A Work Requirement Initiative will be implemented in FY 2010 - 2011.	2009-2010	In Development
36	Use of funds outside of Sections 8 and 9: Acquisition of general partnership interest	Acquire the general partnership interest in an apartment complex to improve residents' self-sufficiency and complement the redevelopment of Boulevard Homes.	2010-2011	In Development
37	Use of funds outside of Sections 8 and 9: Construction of mixed-income housing	Use MTW funds to construct units at 80% of area median income and below and units at less than 30% area median income subsidized by CHA Project Based Section 8.	2010-2011	In Development
38	Use of funds outside of Sections 8 and 9: Acquisition	Renovate and operate development for seniors comprised of Section 9 and Project Based Section 8 units.	2010-2011	Implemented

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
	and renovation of senior housing			FY 2010-2011
38	Use of funds outside of Sections 8 and 9: Renovation, construction and operation of supportive housing	Use MTW funds to construct Project Based Section 8 units and fund public housing rental subsidies.	2010-2011	In Development
39	Use of funds outside of Sections 8 and 9: Charlotte Local Rental Subsidy Program	Partner with local service agencies to provide rent subsidies and social services to homeless families.	2010-2011	In Development
40	Revise subsidy structure for developments in which CHA is direct developer	CHA designed a new rent structure for new and rehabilitated Public Housing developments when CHA is the direct developer.	2008-2009	In Development
41	Occupancy Training (formerly Section 8 Training)	CHA and Central Piedmont Community College conduct "Good Neighbors" type training for all new Section 8 participants to assist families in their acclimation into a neighborhood. CHA plans to revise the mandated occupancy training curriculum for FY 2010 and include public housing residents.	2007-2008	Implemented FY 2007 - 2008 Ongoing
43	Site-based waiting lists Public Housing and Project Based Section 8.	All public housing and Project-based Section 8 property waiting lists are managed at the site level.	2008-2009	Implemented FY 2008 – 2009 Ongoing
44	Develop CHA Standardized Form	The Charlotte Housing Authority has developed a CHA Housing Choice Voucher Form similar to HUD Form 52646 (Housing Choice Voucher) to allow for more than one extension approval and to incorporate additional family obligations.	2009-2010	Implemented FY 2009 – 2010 Ongoing
45	Single fund budget with full flexibility	CHA combined its public housing operating subsidies, public housing capital funds and its Housing Choice Voucher Program assistance into a single, authority-wide funding source.	2008-2009	Implemented FY 2008 – 2009 Ongoing
47	Adopt investment policies consistent with state law	CHA adopted investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid and	2008-2009	Implemented FY 2008 – 2009

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
		obtains competitive yield.		Ongoing
48	Modify Section 8 inspection procedures	CHA received approval from HUD to waive the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed Section 8 units and utilize local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection.	2008-2009	Implemented FY 2008 – 2009 Ongoing
48	Section 8 Property Rating System	A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners.	2007-2008	Implemented FY 2007 – 2008 Ongoing
49	Community Based Rental Assistance (Streamline Project-Based Section 8 Process)	Simplified the selection process in order to maximize the number of quality Section 8 assisted units throughout Charlotte.	2008-2009	Implemented FY 2008 – 2009 Ongoing
50	Resident Safety Initiative	The Resident Safety Department expanded the types of crime prevention initiatives and program enforcement initiatives for both CHA public housing sites and Section 8 properties.	2009-2010	Implemented FY 2009 – 2010 Ongoing
52	Currents of Change	The Currents of Change Program is designed to stabilize and improve families by fortifying them through education, life skills, motivation and employment training to compete in the economic marketplace.	2008-2009	Implemented FY 2008 – 2009 Ongoing
56	Youth Services	CHA is focused on providing services for youth that connect them to programs and services that address truancy, post-secondary education preparation, and academic performance improvement.	2008-2009	Implemented FY 2008 – 2009 Ongoing
58	Participant and landlord tracking program	The University of North Carolina at Charlotte's (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within Mecklenburg County in order to analyze the census tracts with a large number of Section 8	2007-2008	Implemented FY 2007 – 2008 Ongoing

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
		voucher holders to assist with deconcentration.		
59	Develop local design standards	CHA adopted local design standards that correlate with other funding sources available in Charlotte and the State of North Carolina.	2008-2009	Completed/ Tracking
60	Use single fund flexibility to develop additional units	CHA will use block grant funding to leverage financing for the development of 100 new or rehabilitated affordable housing units each year of the MTW program.	2008-2009	Implemented FY 2008 – 2009 Ongoing
61	Increase acquisition and rehabilitation of existing multi-family properties	CHA established a strategy and adopted a policy to increase the acquisition and rehabilitation of existing multifamily properties.	2008-2009	Implemented FY 2008 – 2009 Ongoing
62	Partner with CMS for mixed income affordable units	Established a partnership with Charlotte Mecklenburg Schools to produce mixed-income affordable housing units and identified two potential sites.	2008-2009	Implemented FY 2008 – 2009 Ongoing
62	Land Acquisition for Future Use	CHA will design local standards to guide land purchases in desirable, rapidly growing areas to provide more housing choices.	2008-2009	Implemented FY 2008 – 2009 Ongoing
COMPLETED INITIATIVES				
63	Affordable Housing Impact Studies	CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities.	2007-2008	Completed
64	Assess Section 8 program participants	CHA surveyed all Section 8 program participants to measure their capacity for independent living. CHA will connect them with the services necessary to facilitate their progress toward that goal.	2008-2009	Completed

GENERAL HOUSING AUTHORITY OPERATING INFORMATION

This section addresses the Charlotte Housing Authority's housing stock information for FY 2011. Information regarding the number of public housing units, housing choice vouchers (Section 8 tenant-based assistance program), as well as the leasing information and waiting lists are provided per Attachment B of the Amended and Restated Moving To Work Agreement. It is important to note that in some instances, the information provided is anticipated or proposed and may be subject to change during the Plan year. Actual information is provided in the Annual Report at the conclusion of the fiscal year.

HOUSING STOCK INFORMATION

- CHA currently has 3,186 ACC units. It is estimated that there will be 3,026 units at the beginning of the fiscal year, April 1, 2010.

Public Housing Units							
	0BR	1BR	2BR	3BR	4BR	5BR	Total
Total HOPE VI Development	0	285	336	261	27	1	910
Total Public Housing Developments	554	499	526	490	179	28	2,276
<i>Total Units August 2009</i>	554	784	862	751	206	29	3,186
Removals August 2009 – March 2010	0	(40)	(32)	(46)	(42)	(0)	(160)
<i>Net Units April 1, 2010</i>	554	744	830	705	164	29	3,026
Removals April 2010 – March 2011	(32)	(11)	(44)	(52)	(24)	(20)	(183)
Additions April 2010 – March 2011	63	110	31	7			211
<i>Total Estimated Units FY2011</i>	585	843	817	660	140	9	3,054

- The demolition of Boulevard Homes will be a planned significant capital expenditure that is greater than 30% of the total budgeted capital expenditure for the fiscal year. The Boulevard Homes demolition will be paid from the American Recovery and Reinvestment Act of 2009 (ARRA) funds. The demolition, which will be phased, is expected to begin April 2010 and end by March 2011. The Boulevard Homes demolition project is estimated to cost \$2M.

- During fiscal year 2011, CHA plans to add 185 new public housing units. The development descriptions are shown in the chart below.

Property	Type	Accessible Features	Total Units in Development	Public Housing Units						
				0BR	1BR	2BR	3BR	4BR	5BR	Total
Belmont Infill	<i>Supportive/Transitional</i>	ADA Compliant	24		5	5				10
Little Rock	<i>Family</i>	ADA Compliant	242							0
McMullen Woods	<i>Family</i>	ADA Compliant	55							0
The Lofts @ Seigle Point	<i>Family</i>	ADA Compliant	190							0
Woodlawn House	<i>Seniors</i>	Will Be Compliant After Acquisition	104		34	18				52
Steele Creek	<i>Seniors</i>	ADA Compliant	120		60					60
McCreesh Place	<i>Supportive/Transitional</i>	ADA Compliant	91	63						63

- CHA plans to remove 183 public housing units from the inventory during the year. CHA plans to phase the removal of Boulevard Homes units. Charlottetown Terrace and Strawn Hi-Rise will be completely gutted and rehabbed as part of a modernization project. Additional amenities will be added to the project. All of the projects will become energy efficient sites. The units removed will be converted to alternate uses for the residents.

Property	Type	Total Units in Developments	Public Housing Units							
			0BR	1BR	2BR	3BR	4BR	5BR	Total	
Charlottetown Terrace	<i>Seniors</i>	(179)	(14)	(4)						(18)
Strawn Hi-Rise	<i>Seniors</i>	(195)	(18)	(7)						(25)
Boulevard Homes	<i>Family</i>	(300)			(44)	(52)	(24)	(20)		(140)

- There will be 4,268 MTW Housing Choice Vouchers (HCV) authorized for the Housing Authority of the City of Charlotte on April 1, 2010. CHA will administer 434 portable vouchers.

- There will be 147 non-MTW HCV units authorized. This number is comprised of 12 Disaster Housing Assistance Payment Vouchers, 100 Family Unification vouchers and 35 Veteran Administration Supportive Housing Program Vouchers.
- The number of HCV units to be project-based during the Plan year is 699. A description of each separate project is illustrated in Table PB1 beginning with the current count and continuing through the end of the fiscal year.

Table PB1

Property	Type	Total Units in Developments	Project Based Section 8 (PBS8)Units					Total
			1BR	2BR	3BR	4BR	5BR	
Hope VI Developments								
940 Brevard	Senior/Mixed Affordable	100	60					60
Ashley Park Multi-Family/ Live Oak (Springcroft) ***	Family/Mixed Affordable	176	4	10				14
McAden Park (Siegle 60)	Family/Mixed Affordable	60		3	18	9		30
McCreech Place Apartments		91	26					26
Prosperity Creek	Family/Mixed Affordable	168	72	12				84
Siegle Point Apartment Homes	Family/Mixed Affordable	204	3	13	2			18
Springcroft @ Ashley Park / Live Oak Seniors	Seniors/Mixed Affordable	50	18					18
YWCA		10			7	3		10
Total Project Based HCV Units		859	183	38	27	12	0	260
Additions August 2009 - March 2010								
Cherry Gardens Senior	Seniors	11	11					11
Total Estimated Project Based HCV Units @ March 2010		870	194	38	27	12	0	271
No PBS8 Removals April 2010 - March 2011								
Additions April 2010 - March 2011								
Belmont Infill		24	7	7				14

Little Rock		242	16	106	100	20		242
McMullen Woods		55		11	10			21
The Lofts @ Seigle Point		190	14	18	6			38
Steele Creek		120		30	30			60
Woodlawn House		104	34	18				52
Total Net Project Based HCV Units April 2010 - March 2011		735	71	190	146	20	0	427
Total Estimated Project Based HCV Units in April 2011		1,605	265	228	173	32	0	698

LEASING INFORMATION

- CHA anticipates leasing 3,054 MTW public housing units in the Plan year.
- CHA does not have any non-MTW public housing units.
- CHA anticipates leasing 4,268 MTW HCV's in the Plan year.
- CHA anticipates leasing 147 non-MTW HCV units in the Plan year.
- It is anticipated that there will be difficulty leasing the studio apartments in the high-rises when the waitlists are open based on current performance. There are several factors contributing to slow lease up of zero bedrooms. In some instances, applicants are not qualifying during screening process or they are turning down units because they don't want to live in hi rises or a studio style apartment. The agency is still exceeding HUD standards for lease up time frame.
- CHA will have 272 Project Based vouchers in-use at the start of the Plan year.

WAITING LIST INFORMATION

- The Charlotte Housing Authority does anticipate a change in the waiting lists for public housing and the Housing Choice Voucher Program as a result of its planned re-opening of all wait lists. The authority uses a single waiting list for admission to its Housing Choice Voucher Program. For families on the Housing Choice Voucher waiting list, families will be selected when assistance is available in their determined sequence, subject to targeting requirements. The CHA maintains a site-based waiting list for all public housing sites. Except for Special Admissions, applicants will be selected from the CHA waiting list in accordance with policies, preferences, and income targeting requirements. A public housing applicant will be offered a maximum of three (3) housing sites within their chosen sites. If an applicant rejects the third consecutive offer, they will be removed from all public housing site-based waiting lists that they may be on.

- The Tenant-Based (Section 8) Housing Choice Voucher Waiting List is currently closed and not accepting applications. The agency is expected to open the wait list in FY2011. The wait list for the HCV Program is anticipated to increase when the waitlist is open, as has occurred on previous occasions. CHA does expect that the waiting list for public housing units will increase due to the relocation of families from Boulevard Homes, a Hope VI candidate. The public housing waiting lists are currently open for several mixed income and senior/disabled sites. The remaining waiting lists are closed. If the waiting lists are opened, a press release is sent to the media and the information is posted on CHA's website page titled *Open Wait Lists*.

The **Public Housing Wait list** had 3,212 families as of December 2009. The desired bedroom is identified in the chart below, as well as the type of household applicants.

Bedroom size	No. of applicants	Single	Family
0	1,090	1,085	5
1	210	183	27
2	952	13	939
3	499	0	499
4	419	4	415
5	42	0	42
Total	3,212	1,285	1,927

The **Housing Choice Voucher Program** had a wait list of 2,506 households as of December 2009. The breakdown by type is illustrated in the charts below.

Single	Family	Total
219	2,287	2,506

NON-MTW RELATED HOUSING AUTHORITY INFORMATION (Optional)

Changing CHA's Structure & Footprint

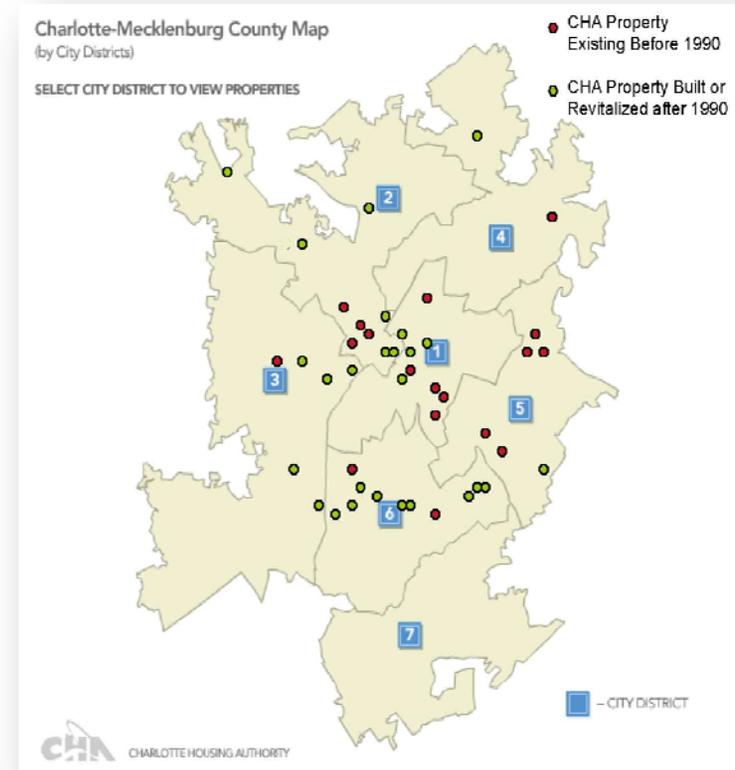
CHA will begin steps towards becoming a redevelopment commission and expanding its Section 9 jurisdiction countywide. Restructuring or reconstituting the Authority has several benefits:

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

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

CHA fully embraces the spirit and intent of its obligations as defined under Section 3 of the Housing and Urban Development Act of 1968. 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. The Section 3 program requires that recipients of certain HUD financial assistance provide job training, employment, and contracting opportunities for low-or very-low income residents in connection with projects and activities in their neighborhood.



CHA has established employment and training goals that contractors and subcontractors should meet in order to comply with Section 3 requirements: 1) 30% of new hires each year be qualifying public housing residents as a result of contracts with CHA and 2) contractors must subcontract at least 10% of the award to qualifying Section 3 business concerns.

Capital Fund Recovery Competition

In August 2009, CHA applied for funding under the Capital Fund Recovery Competition grant program authorized by the 2009 American Reinvestment and Recovery Act for funds to provide \$6.2million in funding for the Category 4 (Green Communities) Capital Fund Recovery Competition (CFRC) for the Charlottetown Terrace redevelopment. The redevelopment will provide a “service-rich” environment for the residents. Medical offices and other various offices for non-profit and government social service providers will be provided on site. Some amenities in the redevelopment include: multi - purpose room, commercial kitchen, computer center, theater room, hair salon, fitness center, activities room, lounge, and library.



Affordable Housing Inventory Analysis

The Charlotte Housing Authority and its Affordable Housing Study Partners, (The Housing Partnership, the City of Charlotte Neighborhood Development Department, Mecklenburg County Department of Social Services, Crisis Assistance Ministries, A Way Home, Legal Aide of North Carolina, and the Urban Ministry Center) hereinafter referred to as the “Housing Study Commission”, are partnering to conduct a study to collect and analyze data for the creation of a comprehensive affordable housing market study.

The study will focus on very-low income households and individuals that earn no more than 30% of the area median income. As a secondary and complementary analysis, the study will also examine households that earn between 30% and 60% of area median income. These moderate income levels will often exist within mixed-income developments as a strategic configuration of affordable housing communities developed in Charlotte/Mecklenburg moving forward. Affordable housing for these income groups means that housing costs (exclusive of utilities) do not exceed 30% of the family’s or individual’s gross income.

The primary purpose of the study is to create an in-depth and comprehensive database that quantifies and qualifies the unmet affordable housing demand. This includes quantifying the unmet demand for affordable housing, determining the various ways in which families and individuals in these income groups are currently housed, and inventorying the current housing and accompanying supportive services. The study will also use the data to formulate projections, identify trends, evaluate existing barriers to housing for these families and individuals and recommend possible strategies to meet the unmet affordable housing need inclusive of supportive services. The study will be used as factual information to form the basis for policy and strategic business decisions for the members of the Housing Study Commission and the larger community.

LONG-TERM MTW PLAN

The Charlotte Housing Authority long term MTW plan continues to center around creating comprehensive solutions to transition low income families to self-sufficiency. The critical focus areas are Self-Sufficiency, Educating Children and Enhancing the Portfolio.

Self-Sufficiency

Self-Sufficiency strategies include the pursuing of Resident Opportunity for Self-Sufficiency (ROSS) grants, the Currents of Change Program, a Service Coordinator for the Elderly and Disabled and continuing the \$100,859 Jobs Access and Reverse Commute grant in partnership with the Charlotte Area Transportation System (CATS) which enables CHA to provide free bus passes' to residents/participants for job interviews, job training or work. The Charlotte Housing Authority is tracking its success in self-sufficiency initiatives by:

1. The employment rate for able-bodied heads of households and other family members
2. The number of family members in training and/or education programs
3. The increase in average and median income of families (all sources and earned income) (excluding seniors & disabled families)
4. Amount of funds leveraged for supportive services

Educating Children

As mentioned in the Introduction, CHA is exploring the Harlem Children's Zone and similar models to design a Charlotte model that will incorporate an education continuum that provides support for children, and their families, from birth until high school graduation. CHA recognizes that this is essential to decrease the generational poverty that is ingrained in our communities. Additional measures will be added as activities are added, however, current measures include:

1. The number of children who enter post secondary education
2. Percent increase in number of CHA students who enter the Charlotte Housing Authority Scholarship Fund program

Enhancing the Portfolio

Charlotte Housing Authority's Real Estate Division long term plans involve strategies to create safe environments that are economically self-sustaining and interface with the private sector. If HUD approval is granted, CHA intends to use MTW block grant funds for purposes outside the specific uses provided for in Section 8 (vouchers) and Section 9 (public housing), as well as conduct an affordable housing inventory assessment to impact the following measures over the next 10 years:

1. The number of housing units in mixed-income environments
2. The distribution of housing units and housing opportunities (a) Section 9 and (b) Project-based Section 8

PROPOSED MTW ACTIVITIES

STUDY AND POLICY INITIATIVES

1. HUD has approved the Charlotte Housing Authority's use of pro rata for units 80% area median income and below, therefore, CHA has removed the Local Total Development Cost (TDC) Limits activity because it no longer is necessary. When the activity was established, the TDC only applied to Section 9 units.

2. Activity Description

The CHA received approval to Amend the Section 8 Housing Assistance Payment (HAP) Agreement in the 2008 – 2009 MTW Annual Plan, however, the activity was not pursued because CHA decided in February 2009 that it would be more efficient to combine the Admissions and Continued Occupancy Plan with the Section 8 Administrative Plan and create one Housing Occupancy Plan. The Plan was approved by the full Board during the July 2009 Board meeting.

Per the approved activity for FY10 CHA amended part A of the Housing Assistance Payment contract in order to require all landlords to participate in direct deposit. The agreement also noted the agency will not enter into a contract in which the landlord does not agree to participate in direct deposit. Additionally, language was added to clarify that CHA is not liable for payment for any period prior to the move in date authorized by CHA. This activity will be completed in FY11.

How Activity Relates to Statutory Objective

This activity is related to the administrative efficiencies and cost savings statutory objective. This activity has tremendously decreased the number of checks that have to be voided and reissued, increasing administrative efficiencies and cost savings. The agency would like to implement an email direct deposit notification system for landlords in the future to further increase administrative efficiencies and cost savings by reducing costs associated with postage.

Anticipated Impact, Metric, Baseline, & Benchmark

Anticipated Impact	Metric	Baseline	Benchmark
Increase in the number of landlords that participate in the direct deposit program	Percent of landlords participating in direct deposit	78%	100% by March 31, 2011
Reduced transaction costs	Cost of processing	\$15,724/month (12.60/landlord direct deposit) and \$12,953.60/month (\$36.80/check)	\$20,160 by March 31, 2011

Data Collection

The Section 8 Accountant runs a quarterly report of landlords enrolled in Section 8 direct deposit using the Yardi Software System.

Authorization

Attachment C: Section D.1. a., D.1.c. and D. 5. The waiver is necessary so that the Agency can create a locally designed Housing Assistance Payment (HAP) contract to owners during the term of the MTW demonstration.

3. Activity Description

The activity, Housing for Persons with Disabilities, Special Needs and Homeless, was approved by HUD in the 2008 – 2009 MTW Annual Plan and CHA did pursue it during the fiscal year. CHA requests approval to modify this initiative to Allow Supportive Housing Providers with Public Housing Assistance to Waive the Lease Term Requirement in Public Housing. Most supportive housing programs operate on a month-to-month lease, so requiring them to modify their program to require year leases is significant. Especially when it comes to non-compliance and participant termination. The Section 9 subsidies available in Charlotte (historically around \$250/unit/month) have traditionally not been adequate to cover the operating expenses of larger units. While the new Project Expense Level (PEL) program is designed to address that problem, we still are experiencing operating shortfalls at our larger bedroom developments because in the past few years, subsidies have been funded at levels that are 85% or less of budget. Supportive housing units tend to be smaller and have a lower per unit operating cost. In addition, they tend to benefit from community fund-raising and support for social services. A Section 9 subsidy that might not be sustainable in a larger family



development is sufficient for a smaller supportive housing unit, especially given the additional community support. CHA is committed to returning to full utilization of Section 9 under the statutory cap.

CHA will focus its efforts on three primary areas:

1) Expansion of Project Based Section 8:

Continue the commitment to provide 300 project-based Section 8 subsidies for housing for persons with disabilities: In 2006, the CHA Board approved a commitment to assist in the construction of new units up to a goal of 300 units of housing for persons with disabilities by 2012. This effort dove-tails with a commitment by NCHFA and the Department of Health and Human Services (DHHS) at the state level to provide additional leveraged funding for special needs housing through the state Housing 400 program. Further, CHA will continue to work with developers with experience in providing this specialized housing and may get involved in some joint venture efforts at co-development.

2) Re-structure and expand McCreesh Place:

St. Peter’s Homes, Inc. (“St Peter’s Homes”), a non-profit organization in Charlotte dedicated to building affordable housing to alleviate homelessness owns and operates McCreesh Place. McCreesh Place opened in 2003 as a single room occupancy apartment community which provides full on-site supportive services for its residents. It provides housing to disabled men who were formerly homeless in a 21,000 square foot, 3-story building, with 63 apartment units on 1.15 acres located approximately two miles from center city Charlotte. CHA is working with St. Peter’s to add 26 efficiency units to their operation. The Mixed Finance process has been approved by the Board and closing is anticipated prior to the 2010 fiscal year end.

3) Moore Place:

CHA’s Board of Commissioners has conditionally approved a funding and subsidy commitment to Moore Place, an 80 unit Single Room Occupancy (SRO) for chronically homeless men and women.

How Activity Relates to Statutory Objective

This activity relates to the statutory objective to expand housing choices. CHA has an on-going commitment to provide housing for persons with disabilities and special needs and the homeless. One of the most cost-effective ways to return to full utilization of Section 9 units under the statutory cap is through the expansion of efforts to develop smaller supportive housing units that have the additional benefit of community subsidy for social services.

Anticipated Impact, Metric, Baseline & Benchmark

Anticipated Impact	Metric	Baseline	Benchmark
Increase in the number of projects financed, built or rehabilitated for target population	Number of units for special population	0	300 by March 31, 2012

Data Collection:

The staff continues to keep track of the number and type of projects financed, built or rehabilitated through the Housing for Persons with Disabilities and Special Needs Initiative. There were 10 Project-based Section 8 Vouchers committed to the Craig Avenue project, 11 to the Cherry Seniors project, 10 to the YWCA Families Together program and 26 to the McCreesh expansion during the fiscal year.

Authorization

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations. However, CHA may amend the Community Based Rental Assistance Policy approved by the Board of Commissioners because the agency is reassessing the length of commitment for Project Based Section 8. In addition to the existing authorization D. 1.– 4., CHA added the following Attachment C authorizations: **Attachment C: B. 2. and 4 and C. 2., 9., and 10.** This waiver will impact the agency by eliminating a major conflict between the public housing program and the best practices followed by supportive housing providers.

SELF-SUFFICIENCY INITIATIVES

1. Activity Description

The Charlotte Housing Authority (“CHA”) proposes to place public housing units to serve homeless families at the Hampton Creste Apartments and to implement a supportive self-sufficiency program. This program will serve homeless families in partnership with the local Salvation Army (TSA) homeless services agency or other designated local service agency. The Hampton Creste Apartments were acquired by CHA’s non-profit subsidiary, Horizon Development Properties, Inc., and will be refinanced and rehabilitated into a mixed-income community.

With the authority provided by Attachment C., Section C.2 of the MTW Agreement, CHA will establish local preferences and admissions policies for the program units. Furthermore, CHA, pursuant to Attachment C., Section C.1 of the MTW Agreement, shall establish a site-based waiting list for the program units. The following admissions policies shall be implemented by the program:

1. Eligible families must meet the HUD definition of “homeless”.
2. Eligible families must have completed a job training or work readiness program with the Salvation Army before admission.
3. Applicants will be initially evaluated and screened by the Homeless Services Network (HSN), an established network that evaluates applicants for local homeless services programs in the Charlotte community. Other eligibility screening will be conducted by property management.
4. Families with children are given a preference.
5. Applicants shall be a resident of Mecklenburg or Union Counties and include at least one household member who is a United States citizen or is and eligible non-citizen.
6. Applicants must be clean and sober (established through a drug test).

7. Applicants must be willing to participate in TSA program and work with case manager.
8. Applicants must be committed to working on self-sufficiency goals.
9. Upon a background check, applicants with the following criminal records shall not be admitted:
 - a. Sexual offenders
 - b. Drug manufacturing conviction
 - c. Violent felony conviction
 - d. If any household member has been evicted from federally assisted housing for drug related criminal activity for 3 years from the date of eviction. However, the household may be admitted if
 - i. The evicted household member who engaged in drug-related criminal activity has successfully completed a supervised drug rehabilitation program; or
 - ii. The circumstances leading to the eviction no longer exist (for example, the criminal household member has died, or is imprisoned).
10. When determining an applicant's eligibility for admission, the management agent shall use applicants' participation in the Salvation Army program as a mitigating factor wherever applicable. Mitigating factors shall be considered for the following types of applicants, allowing for immediate admission at the management agent's discretion:
 - a. Applicants with drug possession charges;
 - b. Applicants with previous eviction records for non-payment or other credit issues; and
 - c. Applicants with outstanding judgments owed to CHA so long as a payment arrangement is in place.

Further, in addition to establishing a waiting list and local preferences specific to Hampton Creste, CHA will notify eligible families on its current waiting lists that they can apply for admission into the program through the Salvation Army and HSN.

Households at Hampton Creste will also be exempt from the CHA rent reform, work requirement and alternate review initiatives as outlined in CHA's MTW Plan.

Pursuant to the authority granted to CHA by Attachment C., Section C.2. and C.9. of the MTW Agreement, the units in this program will also have their own occupancy policies. Additionally, CHA shall implement a three year term limit for the program units, pursuant to Attachment C., Section C.11 of the MTW Agreement. If a participant is not successful in the program, or cannot fulfill the program requirements at any time, the resident will have the option of moving to the Salvation Army's Center of Hope shelter, if they have not been terminated for violating program rules. Residents who are successful in attaining employment and self-sufficiency skills will be transitioned to other housing as described in the attached program description. Moreover, pursuant to the authority granted by Attachment C., Section E. and

Section C.9 of the MTW Agreement, CHA and its management agent, will require residents to participate in the Hampton Creste Supportive Self-Sufficiency Program and each participant shall sign a contract regarding same.

The admissions and occupancy policies described in Appendix A shall be incorporated herein by reference, and shall further govern the admission and occupancy procedures of the program. CHA is also amending its Housing and Occupancy Plan to reflect the above policies, preferences and criteria.

How Activity Relates to Statutory Objective

This activity relates to both the statutory objective to 1) expand housing choices and 2) promote work and self-sufficiency among public housing residents. CHA is proposing that the 60 ACC units will operate as part of our community partnership to serve homeless families. Similar to CHA’s current Family Self-sufficiency Program, the public housing residents at Hampton Creste will be required to participate in the Hampton Creste Supportive Self-sufficiency Program and sign a contract to that effect with the Salvation Army. This program description is included as Attachment A.

Anticipated Impact, Metric, Baseline and Benchmark

This plan amendment supports CHA’s ongoing MTW commitment to provide housing for persons with disabilities, special needs and the homeless. As relates to the expanding housing choices objective, the Hampton Creste partnership uses ACC units to provide housing opportunities for the homeless and leverages community fund-raising and social services as stated in CHA’s FY10 MTW Annual Plan (Ongoing MTW Activities, Section F6.). The development currently has 239 units that will be reconfigured into 213 units during the rehabilitation, increasing the number of 3-bedroom apartments in response to CHA portfolio and community demand. Sixty (60) of the 213 units will be refinanced as ACC units, 50-55 units will be restricted to families making 80% Area Median Income and the remaining 98-103 units will have no income restrictions. While the number of units is decreasing, the agency is proposing that the 60 ACC units will operate as part of our community partnership to serve homeless families, a severe need in Charlotte, NC. The February 26, 2010 survey results released by Becky Kanis of Common Ground, a New York-based organization, indicated that Charlotte’s homeless community count is at 6,500. Additionally, CHA anticipates the supportive services scope will impact the self-sufficiency of these individuals by providing concentrated counseling and training expected to lead to education, employment and non-assisted housing.

The baselines are set at zero since this is a new activity. The following outcomes will be measured by The Salvation Army and reported to CHA semi-annually for inclusion in the MTW Progress Reports. Data will be collected over 3 years.

<u>Anticipated Outcome</u>	<u>Metric</u>	<u>Baseline</u>	<u>Benchmark</u>
<u>Increased Supportive Housing Units w/Self-Sufficiency Component</u>	# of supportive housing units	<u>0</u>	60
<u>Residential Stability</u>	Number of residents who complete the program	<u>0</u>	80% (48 of first 60 families)
	Number of residents who move to housing with less support	<u>0</u>	70% (42 of first 60 families)
	Number of families who do not return to homelessness	<u>0</u>	95% (57 of first 60 families)
<u>Increased income capacity</u>	Number of residents who gain stable employment	<u>0</u>	<u>65% (52 of first 60 families)</u>
	Number of residents who gain education (GED or other) or job training skills	<u>0</u>	80% (48 of first 60 families)
<u>Youth Outcomes</u>	Number of school age children whose grades improve	<u>0</u>	80% (or a minimum of 48 children)
	Number of school age children with improved attendance	<u>0</u>	90% (or a minimum of 54 children)

Data Collection

The data will be collected by the case manager using case notes and a program collection table with codes for services provided and pre and post assessments. The program manager will compile data and using a logic model specific to the program will evaluate the outcomes and report to CHA.

The Salvation Army utilizes a customized data based system (CSN) to input data and generate compiled reports. This data system is a homeless information management system and is shared by 12 other providers within our homeless continuum of care.

Authorizations

- CHA has the authority to determine term limits of leases for participants of this program pursuant to Attachment C., C.11. of the MTW Agreement, *Rent Policies and Term Limits*.
- CHA has the authority to establish admissions policies and preferences specific to this program pursuant to Attachment C., C.2. of the MTW Agreement, *Special Admissions and Occupancy Policies for Certain Public Housing Communities*.
- CHA has the authority to establish a site based waiting list for this program pursuant to Attachment C., C.1 of the MTW Agreement, *Site Based or Geographic Area Waiting List System*.
- CHA has the authority to establish special occupancy requirements, as described in Attachment A pursuant to Attachment C., C. 2. of the MTW Agreement, *Special Admissions and Occupancy Policies for Certain Public Housing Communities*.
- CHA has the authority to operate a modified Family Self-Sufficiency program in partnership with The Salvation Army pursuant to Attachment C, Section E. of the MTW Agreement, *Authorizations Related to Family Self-sufficiency*.
- CHA has the authority to operate a modified Family Self-Sufficiency program in partnership with the management agent pursuant to Attachment C., Section C.9(b) of the MTW Agreement, authorizing a management agent to establish tenant self-sufficiency requirements.

RENT REFORM INITIATIVES

1. Activity Description

The Alternate Review Process was approved by HUD for the 2008 – 2009 fiscal year, however it has not been implemented because the final process was not approved by the Board of Commissioners until July 2009. CHA proposed beginning the alternate review process in April 2009, but to simplify the implementation process, the Alternate Review will begin January 2010. CHA has developed a policy and received Board approval whereby there will be a bi-annual reexamination process for elderly and disabled families. The CHA defines elderly and disabled families in its newly revised policy, also approved by the Board. The schedule will require residents whose anniversary month is an even month (February, April, June, August, October and December) to recertify during the even years beginning 2010. Those participants

whose anniversary month is an odd month (January, March, May, July, September, November) will recertify in the odd years, beginning 2011). CHA also proposes to conduct criminal background checks at recertification. CHA will continue to use the Enterprise Income Verification (EIV) System reports at recertification as mandated by HUD.

How Activity Relates to Statutory Objective

By taking this action the CHA will achieve administrative efficiency by focusing its reexamination efforts on those families who are not living on a fixed income; likely to have income increases not being reported timely; and working families identified as requiring intensive case management and/or who do not meet the minimum work requirement/training requirements established under this Plan.

Anticipated Impact, Metric, Baselines and Benchmarks

Anticipated Impact	Metric	Baseline	Benchmark
Reduction in the number of annual recertifications	Decrease in number of recertifications completed for elderly/disabled	2,000 – 2,200	1,000- 1,200 annually

Data Collection

CHA’s software system will be utilized to determine the number of Section 9 recertifications completed without alternate system. All recertifications are now completed by the property management staff.

Authorization

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

2. Activity Description

CHA received approval to implement a Rent Reform and Work Requirement in the FY2010 Annual Plan. Since that time, CHA has made modifications to the Rent Reform proposal in order to simplify the calculation of families total tenant payment to provide a financial incentive for participants to increase their earnings. Elderly and disabled household participation will be voluntary. The Rent Simplification applies to both public housing and Section 8. CHA denotes items previously approved in the originally HUD approved activity. Items approved in Charlotte’s Housing Occupancy Plan (HOP) by the Board of Commissioners in July 2009 are also noted.

Interim Recertifications (currently approved in HOP)

Participants will still be afforded interim rent recertification between annual recertifications providing they have met the established criteria. If there is a decrease in the family’s income or an increase in medical expense or childcare expense which is expected to last longer than sixty (60) days and will change their flat deduction eligibility, the participant may request that an interim recertification be performed. Participants must still report changes in family size. Participants still need permission to add a household member.

Annualized Income (currently approved in HOP)

Income earned by seasonal employment will be annualized on a 12 month basis if the employee has maintained employment for more than 60 days. The income of employees of temporary employment agencies will be annualized after an initial 30 days of assignments.

Zero Income Recertifications (currently approved in HOP)

All families claiming zero income will have 90 days to establish either earned or unearned income. After 90 days they will be required to report to the CHA the status of their income; they will continue reporting to the Charlotte Housing Authority every 90 days until income has been established.

Income Exclusions

Income from assets of \$5,000 or less will be excluded allowing the accumulation of more assets before they are included in income. The annual recertification will include self-certification for assets below \$5,000, or third-party verification for assets over \$5,000. The use of a self-certification will reduce the amount of time staff spends completing recertifications.

Expense Adjustments

Traditional Medical and Childcare deductions are eliminated. Participants need only verify enough non-reimbursable expenses to meet the requested deduction level listed below.

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

Households will continue to be given the HUD elderly/disabled household and dependent allowances as applicable.

Minimum Rents (currently approved in HOP and MTW annual plan)

Minimum rent increased to \$50 on April 1, 2009 and will increase to \$75 on September 1, 2010 and to \$100 on April 1, 2011. CHA has to complete upgrades to Yardi software system to begin using the new 50058.

Earned Income Disregard / Phase-In Rent

Traditional Earned Income Disregard will be eliminated. However, income increases of less than \$200 / month are not required to be reported (creating a revised disregard), unless the resident requests a recertification. The HUD Earned Income Disregard was a very time intensive process, difficult to track and complicated to explain to residents.

Revised Rent Schedule

CHA will implement an income-based stepped flat rent with stepped escrow deposits. The income bands will be a \$2,500 range with the stepped rent being 30% of the range midpoint (ex: \$2,500 – 4,999 annual income band midpoint is \$3,750 /12 (monthly)* 30% = \$94 total tenant payment). Annual adjusted income will be used to establish total tenant payment. Escrow deposits will begin when the household Adjusted income including wages reaches \$12,500 and ends when the household adjusted income reaches 50% area median income (AMI) or 3 years after reaching 40% AMI whichever comes first. A ceiling flat rent will be established at Fair Market Rents for each bedroom size.

Assistance Sanctions (currently approved in HOP and MTW annual plan)

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

Phase I: Participants will have a three (3) month grace period to cure non-compliance; if not cured within three (3) months, Phase II sanctions will be applied.

Phase II: Participants will lose 50% of their rental assistance for up to six (6) months. If they fail to correct the non-compliance within six (6) months, Phase III sanctions will be applied.

Phase III: Participants will lose 100% of their rental assistance for six (6) months and will be required to pay the established market rent. Participants still have the option to cure the non-compliance during the 6-month period while they are paying market rent. If Participants fail to cure the non-compliance by the end of the 6-month period they will continue to pay market rent and move to Phase IV.

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

Participants who have a second incident of non-compliance within twelve (12) months of the initial incident of non-compliance will move directly to Phase III of the sanctions.

Impact Analysis The Rent Simplification Impact Analysis was conducted by Edgemere Consulting. A summary of the methodology, assumptions and results is attached as Appendix I.

Hardship Policy (currently approved in HOP)

Applying for Hardship Rent.

The Hardship Review Committee was created to review individual cases of significant rent burdens or increases for families with high cost of living, childcare or medical expenses. Participants can request a Hardship Waiver Request form from their manager. Participants must make their request for Hardship Review no later than thirty (30) calendar days after notification of increased rent or the occurrence of a hardship event.

Who Qualifies for a Hardship Rent?

In order for a family to qualify for a hardship exception, the family's circumstances must fall under one of the following hardship criteria:

- The family has lost eligibility or is awaiting an eligibility determination for federal, state or local assistance, including a family with a member who is a non-citizen lawfully admitted for permanent residence under the Immigration and Nationality Act, and who would be entitled to public benefits but for Title IV of the Personal Responsibility and Work Opportunity Act of 1996.
- The family would be evicted as a result of the imposition of the minimum rent requirement.
- The income of the family has decreased because of changed circumstances, including loss of employment, change in Household composition, or other circumstances as determined by the CHA or HUD.
- When the family has a significant increase in expenses because of changed circumstances for medical costs, childcare, transportation, or education.
- When a death has occurred in the family (spouse, child, brother, sister, aunt, uncle, niece, nephew or in-law) and the expenses for funeral, burial and related expenses has caused a financial hardship to the family.
- Where the Head of Household is Disabled as defined in the Hardship policy.
- Where the Head of Household is Elderly as defined in the Hardship policy.

How does the committee work?

The Hardship Review Committee meets regularly to review each resident's Hardship Waiver Request. The Hardship Review Committee will examine each family's circumstances on a case-by-case basis. The Hardship Review Committee has a choice of six remedies it can recommend as it deems appropriate, to reduce a qualifying Household's rent burden:

- Temporary suspension of minimum rent (90 days);
- Set interim rent at pre-rent reform rent for a specified period of time not to exceed one year;
- Long Term waiver of minimum rent;
- Extend \$100 monthly rent increase cap for up to one year (not to exceed two years total);
- Phase \$100 per month rent increase cap out over specified period of time beyond the 2 year remedy described above; or
- Appropriate combination of remedies listed above.

The Hardship Committee will send its recommendation to the department director to approve or disapprove. The department director will return the decision to the manager and applicant. Applicants who disagree with the Committee's decision can request a Grievance hearing. CHA will take no action to change a resident's rent in cases where a Grievance hearing has been requested.

Three-Year Incentives Period (approved in previous rent reform proposal / MTW annual plan) Once a participant's earnings reach 40% AMI, the resident has three years (or until their income reaches 50% AMI) in which to build assets based on increased earnings. During this incentive period, residents can build assets in their Incentive Accounts by maintaining or increasing their earnings and moving into the next income band.

Example -1 Bedroom Alternative Rent Schedule

Minimum Rent = \$75

Income Range		30% of mid	TTP	Incentive Account Deposit	CHA portion
\$0	\$2,499	\$31	\$75	\$0	\$75*
\$2,500	\$4,999	\$94	\$94	\$0	\$94
\$5,000	\$7,499	\$156	\$156	\$0	\$156
\$7,500	\$9,999	\$219	\$219	\$0	\$219
\$10,000	\$12,499	\$281	\$281	\$0	\$281
\$12,500	\$14,999	\$344	\$344	\$10	\$334
\$15,000	\$17,499	\$406	\$406	\$15	\$391
\$17,500	\$19,999	\$469	\$469	\$20	\$449
\$20,000	\$22,499	\$531	\$531	\$30	\$501
\$22,500	\$24,999	\$594	\$594	\$40	\$554
\$25,000	\$27,499	\$656	\$656	\$50	\$606**
\$27,500	\$29,999	\$719	\$682	\$50	\$632***
\$30,000	\$32,499	\$781	\$682	\$50	\$632
\$32,500	\$34,999	\$844	\$682	\$50	\$632
\$35,000	\$37,499	\$906	\$682	\$0	\$682****
\$37,500	\$39,999	\$969	\$682	\$0	\$682
\$40,000	\$42,499	\$1,031	\$682	\$0	\$682
\$42,500	\$44,999	\$1,094	\$682	\$0	\$682
\$45,000	\$47,499	\$1,156	\$682	\$0	\$682
\$47,500	\$49,999	\$1,219	\$682	\$0	\$682
<p>*Minimum Rent is greater than 30% of income **40% Average Median Income (AMI) ***Fair Market Rent is less than 30% of income ****50% AMI is reached, incentive account deposits end</p>					

Example -2 Bedroom Alternative Rent Schedule

Minimum Rent = \$75

Income Range		30% of mid	TTP	Incentive Account Deposit	CHA portion
\$0	\$2,499	\$31	75	0	75*
\$2,500	\$4,999	\$94	\$94	0	\$94
\$5,000	\$7,499	\$156	\$156	0	\$156
\$7,500	\$9,999	\$219	\$219	0	\$219
\$10,000	\$12,499	\$281	\$281	0	\$281
\$12,500	\$14,999	\$344	\$344	10	\$334
\$15,000	\$17,499	\$406	\$406	15	\$391
\$17,500	\$19,999	\$469	\$469	20	\$449
\$20,000	\$22,499	\$531	\$531	30	\$501
\$22,500	\$24,999	\$594	\$594	40	\$554
\$25,000	\$27,499	\$656	\$656	50	\$606**
\$27,500	\$29,999	\$719	\$719	50	\$669
\$30,000	\$32,499	\$781	\$757	50	\$707***
\$32,500	\$34,999	\$844	\$757	50	\$707
\$35,000	\$37,499	\$906	\$757	0	\$757****
\$37,500	\$39,999	\$969	\$757	0	\$757
\$40,000	\$42,499	\$1,031	\$757	0	\$757
\$42,500	\$44,999	\$1,094	\$757	0	\$757
\$45,000	\$47,499	\$1,156	\$757	0	\$757
\$47,500	\$49,999	\$1,219	\$757	0	\$757

*Minimum Rent is greater than 30% of income
 **40% Average Median Income (AMI)
 ***Fair Market Rent is less than 30% of income
 ****50% AMI is reached, incentive account deposits end

Example -3 Bedroom Alternative Rent Schedule

Minimum Rent = \$75

Income Range		30% of mid	TTP	Incentive Account Deposit	CHA portion
\$0	\$2,499	\$31	\$75	\$0	\$75*
\$2,500	\$4,999	\$94	\$94	\$0	\$94
\$5,000	\$7,499	\$156	\$156	\$0	\$156
\$7,500	\$9,999	\$219	\$219	\$0	\$219
\$10,000	\$12,499	\$281	\$281	\$0	\$281
\$12,500	\$14,999	\$344	\$344	\$10	\$334
\$15,000	\$17,499	\$406	\$406	\$15	\$391
\$17,500	\$19,999	\$469	\$469	\$20	\$449
\$20,000	\$22,499	\$531	\$531	\$30	\$501
\$22,500	\$24,999	\$594	\$594	\$40	\$554
\$25,000	\$27,499	\$656	\$656	\$50	\$606**
\$27,500	\$29,999	\$719	\$719	\$50	\$669
\$30,000	\$32,499	\$781	\$781	\$50	\$731
\$32,500	\$34,999	\$844	\$844	\$50	\$794
\$35,000	\$37,499	\$906	\$906	\$0	\$906***
\$37,500	\$39,999	\$969	\$954	\$0	\$954****
\$40,000	\$42,499	\$1,031	\$954	\$0	\$954
\$42,500	\$44,999	\$1,094	\$954	\$0	\$954
\$45,000	\$47,499	\$1,156	\$954	\$0	\$954
\$47,500	\$49,999	\$1,219	\$954	\$0	\$954

*Minimum Rent is greater than 30% of income
 **40% Average Median Income (AMI)
 ***Fair Market Rent is less than 30% of income
 ****50% AMI is reached, incentive account deposits end



Disbursing Incentive Accounts (approved in previous rent reform proposal / MTW annual plan) Participants can access their Incentive Accounts for any reason once they leave subsidized housing or the voucher program.

While they continue to receive housing subsidy, however, account access will be limited to amounts needed to help participants overcome specific verifiable barriers to work. An example is for repairs to, or purchase of, a car needed to get to work. Disbursing Incentive Accounts will be done on a case-by-case basis and no more than 50% of the incentive account may be dispersed prior to assistance termination.

End of Program (approved in previous rent reform / MTW annual plan) Once the three-year Incentives Period is over, participants do not build any additional incentive account. However, they may continue to receive assistance until they are ready to move on. Participants will be encouraged to move when 40% of AMI is attained. If a participant moves within 3 years of completion they will be entitled to the full account balance; after 3 years the incentive will begin to diminish as shown in the chart below.

Timeframe for participant to exit program after completion	Percentage of Incentive Account participant is entitled to
Within 3 years	100%
3-4 years	80%
4-5 years	60%
5-6 years	40 %
6-7 years	20%
More than 7 years	0%

How Activity Relates to Statutory Objective

The Rent Reform and Work Requirement Initiative promote work by requiring it for program compliance. By modifying the formula for calculating families’ rent obligation CHA will provide a strong financial incentive for residents to increase their earnings. The new formula will allow all residents to build assets as their earnings grow. It also will ensure that rent levels remain affordable at all times, while nevertheless preparing residents to afford market rents as their incomes grow. An incentivized work requirement will provide an increase in household income. The availability of life skills and work support programs to be delivered by private case management will promote household stabilization and participants will be able to develop a defined goal towards self-reliance.

Anticipated Impact, Metric, Baselines and Benchmarks

Anticipated Impact	Metric	Baseline	Benchmark FY11
Increase in earned income	Amount of earned wages	\$12,589	\$12,903 (2.5%)
Increase number of members with earned income	# of working households	1,980	2,178 (10%)
Decrease number of households paying minimum rent	Number of minimum rent households	1,486	1,337 (10%)

The benchmarks established were determined based on the average rate of inflation and cost of living. The benchmark for number of working households and number of minimum rent households will be reevaluated in Year 5. Below is the schedule for Years 2 – 5.

	Year 2	Year 3	Year 4	Year 5
Earned Wages Increase	\$13,225 (2.5%)	\$13,556 (2.5%)	\$13,895 (2.5%)	\$14,242 (2.5%)
# of Working Households Increase	2,574 (30%)	2,970 (50%)	3,168 (60%)	3,168 (60%)
# of Minimum Rent Households Decrease	1,040 (30%)	743 (50%)	371 (75%)	371 (75%)

Data Collection

Through Yardi Software, annual recertification process and private case management, staff will collect:

- life skill, work support and educational program participation
- earned wages, percent change and sustainability of employment
- hours worked

Data will be reported annually.

Authorizations

The agency is authorized to conduct the activity under Attachment C: C4., C5., C11, D.2.a. and E. This waiver is necessary to implement a rent calculation modification outside of the HUD formula.

UNIT PRODUCTION INITIATIVES

1. Activity Description

CHA, acting through its instrumentality, Horizon Acquisition Corp (“Horizon”) would like to acquire the General Partnership interest in the Little Rock Apartments, a 240-unit Section 8 multifamily project. Horizon has entered into a Purchase Agreement to acquire the Little Rock Apartments. Horizon’s control of Little Rock Apartments is vital to the success of the proposed redevelopment of Boulevard Homes, our adjacent, 300-unit public housing development. By controlling Little Rock, CHA will endeavor to receive approval to provide services and opportunities to Little Rock’s residents through its Moving Forward program. CHA intends to provide self-sufficiency and employment services for Little Rock residents. A social services reserve of \$500,000 will be established at closing for this purpose.

The Little Rock Apartments currently has a HUD issued Multifamily Project Based Section 8 -Housing Assistance Payment contract in place, which provides assistance to all 240 families living at the property.

How Activity Relates to Statutory Objective

This activity will give incentives to families with children whose head of household are either working, seeking work or are participating in job training, educational or other programs that assist in obtaining employment and becoming economically self-sufficient. The Moving Forward rent incentives and the case management that will aid in job training and addressing other barriers to work will provide these incentives.

Anticipated Impact, Metric, Baseline & Benchmark

The availability of employment, education, training and other services and referrals and the ability to implement the Moving Forward rent incentives are expected to lead to greater employment, increased incomes and increased job readiness skills.

The increased income will lead to an increase in the amount of rent paid on average.

Once Little Rock is acquired, CHA will obtain income levels for all households. One benchmark will be a 2.5% increase in average income (average of non-elderly and non-disabled families). Another measurement will be the average rent paid. The baseline for average rent paid is \$75/unit. A second benchmark is a 10% increase in average rent paid. Lastly, there are currently 112 households paying zero rent in the apartment community. The benchmark will be a 5% decrease in the number of households paying \$0 rent. These benchmark targets will be measured 3 years and 5 years from acquisition.

Data Collection and Metrics

CHA will utilize the Yardi software to collect data on incomes, average rent and number of units paying rent at the site. The metrics will be an increase in the average income, and increase in the average rent paid and a decrease in the number of households paying \$0 rent. These numbers will be reported from the property manager annually.

Authorization

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.

2. Activity Description

Construction of the Lofts at Seigle Point is proposed to be the final on-site component of the Seigle Point HOPE VI redevelopment of

the former Piedmont Courts. The development is proposed to be part of a broader mixed-income community. The project will include 190 units of which 80% will be at 80% area median income(AMI) and below and 20% will be affordable to those earning less than 30% AMI subsidized by CHA Project Based Section 8. The Seigle Point community has a 10,000 sq. ft. community building, 204 tax credit apartments, 50 market rate townhomes and an amenity area with a playground, tennis & basketball courts 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.

How Activity Relates to Statutory Objective

This activity will expand housing choices for low-income families and individuals. It is anticipated that not only will more units be available, but the location and type of unit will provide new choices for low-income families and individuals.

Anticipated Impact, Metric, Baseline & Benchmark

CHA anticipates the impact to be the addition of 190 affordable housing opportunities in an overall mixed income environment with units serving 30%, 40%, 50%, 60%, 80% of AMI as well as unrestricted units. The baseline is set at 0. The benchmark is to produce 190 affordable units with 38 units serving as Project Based Section 8 units.

Data Collection and Metrics

Leasing reports will be used for data collection and the metric will be increased units.

Authorization

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.

3. Activity Description

CHA will acquire and rehabilitate Woodlawn House, an existing 104 unit multi-family apartment project. The blighted property has been vacant for approximately 2 years. There is one elevator building that contains 68 one-bedroom and 36 two-bedroom units. The Charlotte Housing Authority (CHA) will renovate and operate the apartments as housing for seniors. On-site supportive services and close proximity to downtown, transit, and shopping are a few of the amenities to which individuals will have access. This site will also have outdoor areas with walking paths, dedicated resident gardening areas, and resident recreation and picnic areas.

How Activity Relates to Statutory Objective

This program will expand housing choices for low income families and individuals by providing affordable units to low income seniors in a desirable part of the city's geography.

Anticipated Impact, Metric, Baselines and Benchmarks

By bringing the units back on line CHA will provide 104 low income units for seniors in an area that they would not normally be able to afford. The baseline is 0. The benchmark is to establish 52 Section 9 and 52 Project Based Section 8 units.

Data Collection and Metrics

Staff will maintain records of all properties acquired. The metric will be increased units for low income seniors.

Authorization

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.

4. Activity Description

CHA plans to use MTW funds to provide gap financing to construct units at McCreesh Place and fund public housing rental subsidies. We need MTW use of funds authority to, (1) build project Based Section 8 units; (2) upgrade existing units, and (3) structure Section 9 subsidies in such a way that they do not conflict with the operating requirements associated with the Supportive Housing Program subsidies currently being funded to the project. CHA would need the flexibility to incorporate the Supportive Housing admissions and operating requirements as needed because of current conflicting operating requirements between the Public Housing and Supportive Housing programs. The need for supportive housing in the Charlotte community is growing, especially in light of the current economic downturn. St. Peter's Homes is an experienced and successful provider of supportive housing in the Charlotte community. Staff's recommendation for approval of this loan is in accordance with the goals set forth in last years' MTW plan for expanding supportive housing. The MTW loan will be directed to the upgrades of existing units and construction of new units. The plan is for the minor rehabilitation of 63 Section 9 units and the construction of 26 Project Based Section 8 units.

How Activity Relates to Statutory Objective

This program will expand housing choices for low income families and individuals by providing permanent supportive housing opportunities to formerly homeless men.

Anticipated Impact, Metric, Baselines and Benchmarks

The Charlotte homeless count is near 4,500. Creation of these Section 8 units will provide increased housing choices for homeless. Also, by converting the units to public housing, CHA will provide long term sustainability of housing subsidies. The baseline is 0. The benchmark is to establish 63 Section 9 and 26 Project Based Section 8 units.

Data Collection and Metrics

Leasing reports will be used for data collection and the metric will be increased units.

Authorization

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.

5. Activity Description

CHA is requesting approval to use MTW funds alone or in combination with Section 9 subsidies to implement a Charlotte Local Rental Subsidy Program in partnership with local rental subsidy programs and service providers, including Workforce Initiative for Supportive Housing (WISH) and others in Charlotte to provide apartment subsidies and social services to families either working or participating in a self-sufficiency program or educational

program and earning less than 30% of the Area Median Income (AMI). The program will target families who are situationally or transitionally homeless. The program may also provide for the use of the subsidy to prevent homelessness by providing assistance to families ready for transition from local shelters. It is a collaborative effort that joins local agencies which are already providing services to this community with funds from the faith community, the corporate community and the public sector. The subsidy is the difference between the families 30% contribution and the rent. The goal is to help families achieve self-sufficiency within five years by providing comprehensive family development social work, intensive case management, and access to services while the family is permanently housed in a stable apartment community.

How Activity Relates to Statutory Objective

This program will promote self-sufficiency by funding units that are tied to intensive self-sufficiency services and increase housing choices by partnering with the community to locate project-based assistance in new developments.

Anticipated Impact, Metric, Baseline and Benchmark

This program will fund units in the community that are attached to community-funded self-sufficiency services. Therefore, the anticipated impact is to have more CHA funded units receiving intensive self-sufficiency services. The other anticipated impact is to place CHA units in stable or transitional areas of Charlotte (as defined by the City of Charlotte's bi-annual Quality of Life Study-<http://www.charmeck.org/Departments/Neighborhood+Dev/Sustain+Neighborhoods/Quality+of+Life/Home.htm>), thereby increasing housing choice. The following metrics will be measured at the end of two years (after initiating the program).

Metric	Baseline	Benchmarks
Number of Partnership Units Receiving Self-Sufficiency Services	0	25
Number of Partnership Units in Stable or Positively Transitioning Areas	0	25

Data Collection

The data for number of units will be collected and reported by the partner agencies on an annual basis.

Authorization

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.

6. Activity Description

CHA received approval to Revise Subsidy Structure for Developments in which CHA is Direct Developer, in the 2008 – 2009 MTW Annual Plan. However, CHA has not yet implemented the direct development rental subsidy funding in new construction projects because the primary financing vehicle for new construction is tax credits and CHA did not receive an allocation of 9% tax credits in the 2009 NCHFA cycle for any of its direct development projects. CHA expects to increase this activity substantially since the agency

obtained authorization for flexibility in use of funds outside of Section 8 and 9 in March 2010.

CHA will design a new rent structure for new and rehabilitated Public Housing units for working families who will pay 30% of their income for rent. For these developments, CHA will set its monthly rental subsidy at the average rent in the submarket in which the development is located. A portion of the rent would be paid by the Project Expense Level (PEL) amount, but if the PEL is below the average rent in the submarket, or if the PEL is not fully funded in any given year, CHA would use MTW single fund budget to make up the difference. This would allow CHA to put unused public housing units on the ground (up to the statutory cap) and receive the related capital fund allocations. Ensuring that the rent stays at a set level increases the ability to finance the units with mortgage or other leveraged financing that could not be serviced at the lower rent levels. CHA is researching potential sources for the funding gap to cover the additional operating subsidy due to the inability to reserve MTW funds beyond the agreement period.

How Activity Relates to Statutory Objective

The revised structure will reduce cost and achieve greater cost effectiveness in Federal expenditures by providing better leveraging and maximizing the housing available at 30% of median income and provide more housing choices for low income families.

Anticipated Impact, Metric, Baseline & Benchmark

Anticipated Impact	Metric	Baseline	Benchmark
Increase new and rehabilitated public housing units	Units constructed	0	50 by FY12

An internal decision has been made to fully fund the PEL for projects in which CHA is the direct developer.

Data Collection

The staff will track the number and type of projects constructed or rehabilitated.

Authorizations

The agency is authorized under Attachment C: C. 7. and B. 1. b. ii and Attachment D, Use of Funds.

7. Activity Description

The Occupancy Training (formerly Section 8 Training) was approved by HUD in the 2007 – 2008 MTW Annual Plan. The Good Neighbors Training began April 2008. CHA is working with Central Piedmont Community College (CPC) to offer “Good Neighbors” training to all applicants entering the program as a result of being pulled from the waiting list. The training is a component of the briefing that all participants must attend prior to the issuance of a Section 8 voucher. The training is designed to assist families in their acclimation into a neighborhood. Participants learn more about being a “Good Neighbor” by focusing on topic such as building codes and standards, property maintenance, basic zoning regulations, home maintenance and conflict resolution. In FY 10 CHA mandated this training for all incoming portable participants, all applicants selected from the CHA waiting list and all existing participants.

In FY2011 CHA will redesign the occupancy training curriculum to include participation of public housing residents as well. Course topics will include CHA Policies & Family Obligations, How the CHA, landlord, and tenant relationship works, Tenant Responsibilities/Landlord Responsibilities, How to Choose a Neighborhood?, Homeownership Association (HOA) Guidelines, Health and Safety, Self-Sufficiency Programs Offered by the CHA, and Neighborhood/Community Resources. The revised occupancy training will be administered by community partner agencies or CHA staff.

How Activity Relates to Statutory Objective

This initiative is expected to decrease the number of lease or program violations that lead to terminations thereby maintaining a participant’s opportunity to meet the statutory objective to expand their housing choice.

Anticipated Impact, Metric, Baseline and Benchmark

In the past, CHA was tracking the number of persons who had completed the training and incurred any type of violation. Going forward, the benchmark and measure that will be used for occupancy training is to reduce the number of Type C complaints, violations, and terminations 3% due to Occupancy training. Type C violations are program and unit related violations (HQS Violations, housekeeping/trash, family obligation, HAP contract, abandon unit, no utility services). These topics will be covered in the revised occupancy training and relate to being a good neighbor and adhering to program requirements. In FY08, there were 193 persons trained, 386 in FY09 and 411 as of Dec 09 for FY10.

The chart labeled T1 shows a decrease in the number of violations and terminations after the training was implemented. In the 2009 Annual Report, CHA recorded less than 2%, however, the investigators were not aware that the parameters included those who had a violation brought into compliance.

Table T1

	Before Occupancy Training	After Occupancy Training
	Nov. 2007 – Aug. 2008	Nov. 2008 – Aug. 2009
Total Number of Violations	385	215
Total Number of Termination	126	46

Data Collection

At present CHA manually counts the number of persons completing the training, incurring a violation or terminated from the program quarterly. However, when the Yardi software upgrades are completed, the agency will be able to request a computer generated report.

Anticipated Impact	Metric	Baseline	Benchmark
Increase the receptiveness of Section 8 vouchers in communities	Number of persons trained	0	300 (3%) by March 31, 2011
Decrease the number of violations	Number of violations	385	373 (3%) by March 31, 2011
Decrease the number of terminations	Number of terminations	126	122 (3%) by March 31, 2011

Authorization

The agency requests a modification to previous Attachment C authorizations (for this initiative to include Attachment C: C. 9. b. for the public housing residents.

ONGOING MTW ACTIVITIES

HUD requests two items in this section 1) Specify the Plan Year in which activities continued from the prior plan year(s) were first identified and implemented and 2) Describe if the Agency is using outside evaluators. CHA would like to address both items here in order to avoid duplicity for each ongoing MTW activity reported below. 1) CHA established a chart in the Introduction section that identifies the Ongoing MTW activities, the Plan Year in which they were first identified and the implementation stage and 2) CHA is working with the University of North Carolina at Chapel Hill Center for Urban and Regional Studies to design an evaluation to measure the impact of the authority's Moving Forward program. The evaluation is in a very preliminary stage and no reports on individual initiatives are available. A complete description of the evaluation is in the Administrative section.

INCREASE HOUSING CHOICE INITIATIVES

1. Continued Activity

All components of the Site-Based Waiting Lists for Public Housing and Project-Based Section 8 activity were approved and implemented during the 2008 – 2009 fiscal year. CHA established site based waiting lists for Public Housing in May 2008 and Project Based Section 8 in June 2008. This activity relates to the statutory objective to increase housing choices.

Activity Status Update

Maintaining site-based waiting lists allows applicants to choose developments they want to reside in and apply on site. Waiting lists are managed at the site-level. Applicants for Project-Based Section 8 units sign up at the property level for housing units. Project Based Section 8 applicants are not taken from the Authority's master Section 8 waiting list. With site based waiting lists, applicants will receive three offers before they are taken off all the lists they may have signed up for. By virtue of choice of 27 properties, as opposed to first available, CHA has determined that the change in operations has effectively increased the housing opportunities for families receiving rental subsidy.

There were 1,580 clients removed from the centralized waiting list in the period of April 2007-March 2008. The baseline is set at 49 (3%) for the total clients removed for either not responding to the manager's offer or declining the manager's offer. The other 1,531 were removed for various other reasons (not responding to site selection packet, failing to update application, failing to attend preliminary, criminal history, found housing elsewhere). CHA is working with our software vendor, Yardi, to make programming changes to track the number of site based waiting list participants who accept the first offer (which is their first choice). CHA will work with our partners to establish tracking of site based waiting list for Project Based Section 8. It was apparent during the transition from master to site-base waitlist management that the

choice of housing location is important. Many applicants consciously selected units in smaller sites and in better locations even though the unit availability at these sites would not be as high as other sites, resulting in longer wait times. A negative aspect of the site based waiting list is the increased administrative burden on site managers. Site managers are now responsible for taking applications and checking the system for previous offers to persons on the waiting list when a slot at their site becomes open.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

This activity will be ongoing and no changes, modifications or additions to Attachment C authorizations are anticipated.

ACHIEVE ADMINISTRATIVE EFFICIENCIES

1. Continued Activity

The Charlotte Housing Authority developed a form similar to HUD Form 52646 (Housing Choice Voucher) to allow for more than one extension approval and to incorporate mandated Moving Forward family obligations. The form is titled CHA Housing Choice Voucher. This activity will achieve administrative efficiencies.

Activity Status Update

The HUD form design allowed only one space for an extension. HUD regulation 982.303 states that PHAs may at its discretion develop policy that allows one or more extension of the initial voucher term. The CHA Housing Choice Voucher form allows CHA Section 8 staff to record more than one extension of the voucher to coincide with the CHA Section 8 Administrative Plan. The CHA Housing Choice Voucher form was approved in the Housing Occupancy Plan in July 2009. The use of the HUD Form 52646 is currently addressed in Chapters 8 and 13 of the CHA Administrative Plan as approved March 18, 2008. The current policy states “Extensions may be granted for a period of 30 days, not to exceed a total of 60”. This implies that at least two extensions may be granted and the HUD form is not designed to accommodate this. We will propose new language similar to the following “Extensions may be granted for a period of 30 days, not to exceed a total of 90.” This will allow for a total period of 180 days on the CHA Housing Choice Voucher form.

The Section 8 Department began utilizing the CHA Housing Choice Voucher form October 1, 2009 in PDF format prior to it being uploaded into Yardi. A draft usability survey has also been developed to evaluate the administrative effectiveness of the newly developed form. The baseline for staff modifying the form by hand for each extension is being calculated. The benchmark is to reduce staff time spent on completing extensions.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

There are no changes in the authorization for this initiative.

FINANCIAL INITIATIVES

1. Continued Activity

The **Single Fund Budget with Full Flexibility** was approved for implementation in the 2008 – 2009 MTW Annual Plan. This activity relates to the MTW statutory objective to achieve administrative and cost efficiencies.

Activity Status Update

A single fund budget was established and adopted and approved by CHA Board of Commissioners for the fiscal year 2008-2009. CHA considers this activity complete in regards to the establishment of the activity, but will continue to use the single fund budget with full flexibility. The greatest impact of single fund budget with full flexibility was the provision for CHA to combine funding in order to fund services and initiatives that may have been in jeopardy of delay or deletion. See Table F1 for comparison of the originally approved 2009-2010 budget and the adjusted approved budget as of October 31, 2009. The MTW activities expense by division is detailed in the smaller table accompanying the budget. The illustration below shows the funding gap CHA incurred based on the subsidy requested and actual subsidy received from HUD. With MTW flexibility, CHA was able to cover the gaps in 2008 and 2009.

2007	
\$12,869,122	100% subsidy requested
\$10,732,848	Received 83.40% of subsidy request
\$2,136,274	Unfunded Gap
2008	
\$11,747,214	100% subsidy requested
\$10,450,322	Received 88.96% of subsidy request
\$1,296,892	Gap funded using MTW flexibility
2009	
\$13,032,775	100% subsidy requested
\$11,523,580	Received 88.42% of subsidy requested
\$1,509,195	Gap funded using MTW flexibility

MTW PERFORMANCE MONITORING - FY10 MTW INITIATIVES OCTOBER YTD UPDATE

Table F1

	APRIL 2009-MARCH 2010	APRIL 2009-MARCH 2010
REVENUE	BUDGET	REVISED
Public Housing Operating Subsidy	11,006,553	11,006,553
Section 8 HAP Subsidy	40,169,002	40,169,002
Section 8 Administrative Fees	2,423,639	2,423,639
Capital Fund		4,964,626
Other Income	347,457	347,457
Total MTW Income	53,946,651	58,911,277
Other Sources of Funds		
Appropriate Fund Balance - MTW Funds	16,812,047	23,424,039
Total Other Sources	16,812,047	23,424,039
TOTAL REVENUE	70,758,698	82,335,316
EXPENSES:		
Administrative:	923,013	1,466,544
Tenant And Social Services	176,280	351,280
Implementation of MTW Initiatives	-	4,964,626
TOTAL OPERATING EXPENSES BEFORE OTHER ITEMS:	1,099,293	6,782,450
Other Items:		
Operating Transfers Out - Public Housing	15,917,533	16,123,296
Operating Transfers Out - Capital Fund		5,661,898
Loans To Others		6,205,000
Capital Projects - AMPs	6,024,063	3,989,500
Capital Projects - Real Estate	13,713,271	9,568,634
Operating Transfers Out - Section 8	34,004,538	34,004,538
Total Other Items	69,659,405	75,552,866
TOTAL EXPENSES:	70,758,698	82,335,316

SPENDING BY DIVISION MTW INITIATIVES	
YTD OCTOBER	
EXECUTIVE	639,812
OPERATIONS	693,845
REAL ESTATE	333,194
TOTAL	1,666,851

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

There are no changes in the authorization for this initiative.

2. Continued Activity

HUD approved the request to Adopt an Investment Policy Consistent with North Carolina State Law. CHA adopted investment policies consistent with state law to the extent such policies are in compliance with applicable OMB circulars and other federal laws as a result of HUD approval of the 2008 – 2009 plan. Under this investment policy, CHA shall invest only in securities authorized under state law that will allow the flexibility to invest productively and efficiently. The activity was implemented during the 2008 – 2009 MTW Annual Plan. The activity relates to the MTW statutory objective to achieve administrative and cost efficiencies.

Activity Status Update

The greatest impact of the ability to invest in North Carolina Capital Management Trust was the interest rate achieved on these investments. At the beginning of the quarter, the trust had an interest rate earning that was twice what the agency would have been able to earn otherwise. However by the end of the quarter it was lower than the interest on our checking accounts.

CHA reviewed the 2007-2008 interest rates earned on investments utilized under the current HUD eligible investments by month. The Authority then tracked the 2008-2009 interest rates on similar HUD eligible investments during the year as well as the rates on the new North Carolina governmental entity eligible investments utilized during the year. A summary of these investments and the corresponding achievements is below. The CHA will continue to take advantage of the investment flexibility during the 2010-2011 year. As the interest rates continue to fluctuate on investments, CHA will closely monitor all rates and invest in those securities that will give us the highest earning potential.

Performance Month	HUD Standard interest rate	Achieved interest rate	Additional Interest Earned
Fiscal Year 2009			
October 2008	.92%	2.9%	\$15,422.56
November 2008	.35%	2.5%	\$17,647.41
December 2008	.35%	1.86%	\$12,970.89
January 2009	.35%	1.45%	\$9,530.13
February 2009	.35%	1.08%	\$5,330.25
March 2009	.35%	.97%	\$5,411.58
Fiscal Year 2010			
April 2009	.35%	.85%	\$4,217.23

May 2009	.35%	.70%	\$2,959.10
June 2009	.25%	.59%	\$2,854.97
July 2009	.25%	.49%	\$1,998.07
August 2009	.25%	.33%	\$724.94
September 2009	.25%	.23%	(\$109.05)
October 2009	.25%	.18%	(\$237.32)
November 2009	.25%	.54%	\$526.99

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

There are no changes in the authorization for this initiative.

INSPECTION AND HQS INITIATIVES

1. Continued Activity

The activity to Modify Section 8 Inspection Procedures was approved by HUD and implemented in the 2008 – 2009 fiscal year. The activity relates to the statutory objective to achieve greater cost efficiencies.

Activity Status Update

CHA proposed and received HUD approval to waive the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed Project Based Section 8 units and utilize local Building Standard’s inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection. In FY09, CHA used the waiver on 78 units, resulting in a cost savings of \$3,900. The agency has not had any additional units inspected using this method since the FY 2009 Annual Report. The agency does anticipate using the waiver on 14 new units at Ashley Park multifamily during FY11. Savings of approximately \$50 per unit are expected to be generated as a result of the alternate inspection process for “new-construction – new move-in”.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The agency does not anticipate any changes, modifications, or additions to Attachment C authorizations. The activity is ongoing.

7. Continued Activity

The Section 8 Property Rating System activity was approved and implemented during the 2007 – 2008 Fiscal Year. The activity is related to the statutory objective to expand housing choices.

Activity Status Update

The Section 8 Property Rating System was implemented to increase the housing quality standards of property owners participating in the Section 8 program. The baseline was set at 0 and the benchmark is 800 units per year. CHA has contracted with a local engineering firm, Professional Service Industries (PSI) to develop a quantitative evaluation rating system for the exterior appearance of a property using the City of Charlotte Code Enforcement Standards and U. S. Department of Housing and Urban Development Housing Quality Standards (HQS). PSI conducts an inspection of the exterior of the structure, landscaping, foundation, sidewalk and driveway. Each of the properties from approximately 1,600 landlords will be inspected.

CHA has a system in place to ensure there are no serious problems with unit interiors. CHA has not eliminated or decreased interior inspections of Section 8 properties. HQS inspections continue to be conducted on the interior prior to voucher issuance, during the recertification period and if there are any participant complaints during the lease period. Re-inspections are completed after any failed inspections. The intent of the external inspections is to establish a system that provides a greater level of monitoring and enforcement for problem landlords. There has been 1,791 (362 FY08, 893 FY09, 536 FY10) PSI inspections (maximum potential of 4,268 units) conducted as of November 2009. The initiative goal is to encourage landlords to maintain all properties such that the property receives a rating of C or better. CHA believes that the random exterior inspections will increase housing choices by increasing property conditions to entice more landlords to participate. The property rating baseline will be set after completion of all initial inspections on the voucher properties. The most current rating of the inspections is exhibited in the corresponding chart.

RATINGS CHART	
A	6 (.34%)
B	1134 (63.32%)
C	643 (35.9%)
D	8 (.45%)
F	0

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations. The activity is ongoing.

COMMUNITY BASED RENTAL ASSISTANCE INITIATIVES *(also known as Project Based Section 8)*

1. Continued Activity

The activity, Streamline Community Based Rental Assistance Process, was approved by HUD and implemented in the 2008 – 2009 MTW Annual Plan. The activity relates to the MTW statutory objective to expand housing choices.

Activity Status Update

CHA has adopted a new Community Based Rental Assistance (CBRA) Process in accordance with this MTW Initiative. As described in prior plans, the goal of this initiative is to place as many CBRA units as possible in the following areas:

- “Stable” communities, as defined by the city of Charlotte’s Quality of Life Study
- Neighborhoods with an active revitalization plan

- Neighborhoods along Charlotte’s new transportation corridors, including light rail

CHA established the initial baseline at 228. In FY09 CHA proposed or had 58 in process. The MTW approval for Community Based Rental Assistance (CBRA) allows the Charlotte Housing Authority to produce a volume of CBRA units in any given fiscal year as directed by the Board of Commissioners. In FY10, CHA established a benchmark of 200 CBRA’s, however, in future years, the Commissioners desire to approve allocations on a deal by deal basis. There will not be an annual target.

Community	FY2008 – 2009	Neighborhood Type
McCreesh II	26 PBS8 efficiencies	Transitioning
YWCA Families Together	10 PBS8 2 and 3 BR apartments	Stable
Craig Avenue/Open Door	10 PBS8 1 BR apartments	Stable
Cherry Garden Seniors	<u>11</u> PBS8 1 and 2 BR apartments	Stable
Total	57	

CHA is working on adding 60 additional Project Based Section 8 units in the Steele Creek development, which received a tax credit allocation in August 2009.

Note: The neighborhood type is established by the Neighborhood Quality of Life study commissioned each year by the City of Charlotte. The study evaluates social, crime, physical and economic conditions in Charlotte’s neighborhoods. More information can be found at <http://www.charmeck.org/Departments/Neighborhood+Dev/Sustain+Neighborhoods/Quality+of+Life/Home.htm>.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

SAFETY INITIATIVES

1. Continued Activity

In the 2009 – 2010 Moving Forward Annual Plan, the Resident Safety Department was approved to implement Resident Safety Initiatives to reduce crime incident statistics for all CHA sites combined by 5% each fiscal year for 5 years. Under Attachment C of CHA’s MTW Amended and Restated Agreement, CHA is eligible to use MTW funds for “the provision of safety, security, and law enforcement measures and activities appropriate to protect residents of housing from crime”. This activity is related to the statutory objective to expand housing choices.

Activity Status Update

There were 965 crimes within CHA properties in 2007. This baseline was established based on crime statistics provided by Charlotte-Mecklenburg Police Department. The Resident Safety Department has implemented a strategic plan which expands the department's crime prevention initiatives and program enforcement initiatives for both CHA public housing sites and Section 8 properties.

Activities to be undertaken in FY11 include:

- Private Security and Security System Upgrades for the Hi-Rise Sites;
- Off Duty Charlotte Mecklenburg Police Department (CMPD) Officers for Family/Cluster Sites;
- Private Armed Security for Boulevard Homes;
- Improved Physical Safety Features at Administrative Buildings;
- Crime Statistics Analyst;
- Specialized Research Software; and
- Survey of Resident Perception of Safety

Initiative	Target	Status
Upgrades Private Security & Security Systems	Provide additional coverage for High-Rise Site Providing Surveillance Cameras for Family Sites	Additional cameras will be installed Ongoing over 3 – 4 year period Surveillance installation at family sites will be begin by Dec 1, 2009 and completed by May 2010
Provide Off-Duty CMPD for Family/Cluster Sites	Reduce number of Part 1** Crime during strategic periods	Repeated at strategic times annually
Physical Safety of Buildings (Administrative)	Provide security coverage for Administrative Office located at Scaleybark	In progress
Boulevard Homes Private Security (Armed)	Provide additional coverage with private security company	Ongoing
Crime Statistics Analyst	Provide Part 1 Crime stats on a monthly basis	Receipt of monthly stats began Aug 2009. Ongoing
Specialized Research Software	Talks with CMPD on who CHA can obtain the software that is being used by CMPD	The status of this initiative will depend on the status of the Crime Statistics Analyst result

**Part 1 crime includes robbery, homicide, rape, serious assault

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

SELF-SUFFICIENCY INITIATIVES

1. Continued Activity

The Currents of Change activity was approved by HUD and implemented during the fiscal year of April 1, 2008 – March 31, 2009. This activity will promote work and self-sufficiency.

Activity Status Update

Currents of Change offers job education and job training programs in 3-tiers based on participant needs. Tiers include basic building blocks, resources needed to enter his/her chosen career and assistance obtaining sustained income and housing independence. CHA collaborates with other service agencies to coordinate the delivery of services for our participants as they take the voyage from dependency to self-sufficiency. This also includes contracted case management due to the volume of families that will be required to participate in Currents of Change.

During FY 2010 CHA posted two Requests for Proposals from providers for contracted case management for both the Boulevard Redevelopment and the Currents of Change Program (PHA wide). The case management providers will be required to incorporate a “phased-in approach” for serving the volume of CHA families.

There are three tracks which will be operating the Currents of Change Program; Track A is CHA’s internal pilot track and contains the Victoria Square and Claremont Communities. Currents of Change programming began in May 2009. Track B is the Boulevard Homes community, which is slated to begin in late fall 2009, and finally Track C, which will be selected communities containing approximately 600 additional families. The communities will be selected through a lottery process. These tracks make up Phase 1. As a result baseline data numbers were adjusted accordingly. As the process continues and families are added to the program, program modifications will more than likely be pursued in order to yield the strongest outcomes during the entire demonstration period.

Able bodied persons who reside in our pilot communities will participate in Currents of Change. A biological-psychological-social (bio-psych-soc) assessment tool is used to identify barriers and opens the doors for dialog and intervention between the household members and case manager. Questions have been sorted into the following categories: Personal Information, Adult Education, Employment, Legal/Financial Literacy, Youth Services, and Health/Wellness. These areas are the main categories which will be tracked. There will be specific emphasis placed on employment, education and youth services.



This uniformed series of questions incorporates the HUD Triage Assessment components which assists case management staff in determining each household's level of need. Goals and outcome measures are then identified and developed in a work plan and the family is referred to known services in the community. As the participant achieves the pre-established benchmarks they are moved to the next level of services. This tiered approach to service delivery provides the participant the motivation necessary to move with the Currents of Change.

Participants of the current FSS program at CHA were moved into the new program at the appropriate levels. Central Piedmont Community College (CPCC) completed an assessment of all families being served by public housing in 2006. The Section 8 household assessment results were received in January 2009. Results of the resident surveys are divided into four tiers.

- **Tier I:** Participants in this category will require more intensive services as they have the most severe and complex problems. The residents in this category will need long term services, intensive counseling and case management to assist them in achieving self-sufficiency. These residents will start their *Currents of Change* journey in the Gateway Program. Participants will be engaged in completion of High School Diploma/GED or Trade School program, interview skills and basic keyboarding in addition to other basic building blocks.
- **Tier II:** Residents enter Tier II once 15 hours of employment is obtained. Participants have at least two primary needs and three or more secondary needs. Residents in this category will need assistance maintaining employment. Life skills and job skills training will be key for this group to become self sufficient. Depending on their employment situation, residents in Tier II will start in the Gateway II program.
- **Tier III:** Residents enter Tier III once 30 hours of employment is obtained. Participants do not have any primary needs and will only need minimal services to keep them informed of job opportunities and ongoing information. There is a low need for life skills training for this group to become self sufficient. These residents will start in Gateway III.
- **Tier IV:** Residents in this category are elderly or disabled. These families continue to need support and may be beyond the ability to live completely self-sufficient. Families with disabled individuals may be precluded from working or may have a family member who requires constant care so that neither the disabled individual nor the caregiver can provide for their own self-sufficient living. The families that may be able to find gainful employment and reach self-sufficiency will be handled on a case by case situation.

A total of three pilot communities will be used during the demonstration, unless otherwise stated, during Phase 1 of the implementation schedule. The pilot program is referred to as Track A. The numbers of participants currently enrolled in the Currents of Change Program by Tier are documented in Table C1. We approximate an addition of 600 families, chosen by lottery, which will be served in Track C during the Phase 1 period. Early assessments indicate an approximate 2% increase in Tier 1, 9% increase in Tier 2 and 30% increase in Tier 3 with the addition of the randomly selected families.

Table C1

Property	Tier 1	Tier 2	Tier 3	Tier 4	
Victoria Square	11	11	2	0	
Claremont	31	9	8	0	SubTotal
Totals:	42	20	10	0	72

The baseline was set at zero (0) since there were no participants in the program when the 2008 – 2009 MTW Annual Plan was approved. The benchmark was to enroll 200 Public Housing and Section 8 families excluding elderly /disabled families by February 2009. At the end of the fiscal year, March 31, 2009, there were 267 persons enrolled in Currents of Change. However, this number included communities who are no longer part of the ongoing Currents of Change program. Table C-2 are the number of participants and categories identified for Track A – Internal Pilot data for the Currents of Change Program during the reporting period of May 2009 – July 2009.

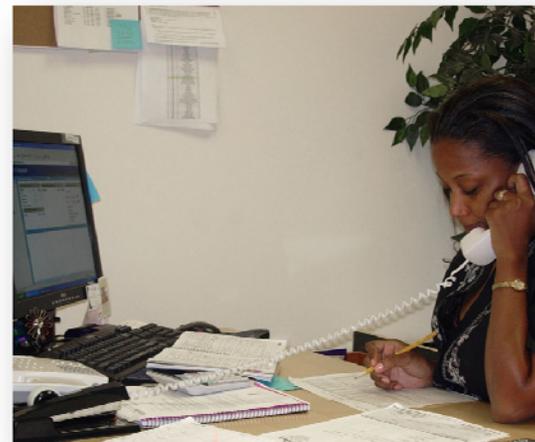
Table C2

Property	Category	Baseline	Annual Benchmark	Outcome FY08	Outcome FY09	Outcome FY10 As of Sept 2009
Track A:						
Victoria Square and Claremont	Enrolled in case management	78	80		78	72
Pilot Start: May 09	Decrease Minimum Renters	26	23 (Year 1: 10%)		26	31
	Increase Working Households	36	40 (Year 1:10%)		36	37
	Employed 15+ Hrs/ Wk (PT)	13	39 (Year 1:50%)		13	16
	Employed 30+ Hrs/ Wk (FT)	23	39 (Year 1:50%)		23	21
	Wage Progression	\$14,664.00	\$15,030.00 (2.5% increase annually)		\$14,664.00	\$10,592.00
	Successful Move Outs of Tier 3	5	8 (Year 1:50%)		5	4
Track B:	Enrolled in case	204	184 (90%)			

	management					
Boulevard Homes	Decrease Minimum Renters	84	76 (Year 1:10%)			
Pending Start December '09	Increase Working Households	58	64 (Year 1:10%)			
	Employed 15+ Hrs/ Wk (PT)	Baseline in development	Year 1:50%			
	Employed 30+ Hrs/ Wk (FT)	Baseline in development	Year 1:50%			
	Wage Progression	\$13,115.00	\$13,443(2.5%/yr)			
	Successful Move Outs of Tier 3	Baseline in development	Year 1:50%			
Track C:	Enrolled in case management	Baseline in development	90% of caseload			
Pending Lottery Selection	Decrease Minimum Renters	Baseline in development	Year 1:10%			
	Increase Working Households	Baseline in development	Year 1:10%			
	Employed 15+ Hrs/ Wk (PT)	Baseline in development	Year 1:50%			
	Employed 30+ Hrs/ Wk (FT)	Baseline in development	Year 1:50%			
	Wage Progression	Baseline in development	2.5%/year			
	Successful Move Outs of Tier 3	Baseline in development	Year 1:50%			

The Currents of Change Program as currently structured cannot serve the large number of households needing education or employment to move forward on a path to self-sufficiency. Therefore, a major component of the program such as case management was re-evaluated. CHA has solicited bids for private case management in order to serve a higher number of residents in greater capacity. CHA still anticipates the entire portfolio will be managed similar to the Family Self-sufficiency model using a Phased in approach.

CHA proposed collecting data through interview assessments and social services databases, as well as modifying the YARDI database to track and maintain detailed records of an individual’s progress. YARDI software modifications are currently in progress to allow CHA to adequately evaluate the effectiveness of the activity in promoting work and self-sufficiency among participants. As of this reporting period, YARDI completed an on-site assessment of departmental needs. YARDI then began building the required infrastructure and tables for case management inputs. Expansion of custom reporting tables and reports are underway, along with creating a procedure manual for all case management entities.



Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

2. Continued Activity

In the 2008-2009 MTW Annual Plan, CHA began a partnership with other agencies to create a Cooperative Agreement that connects CHA participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. This activity promotes work and self-sufficiency. The Charlotte Housing Authority is focused on providing services for youth that are assisted by CHA housing programs as a means to help break the cycle of poverty. CHA collaborated with Charlotte-Mecklenburg Schools (CMS), Communities in Schools of Charlotte-Mecklenburg, Inc. (CIS) Partners in Out-of-School Time (POST) and the Charlotte Housing Authority Scholarship Foundation (CHASF) to craft a cooperative agreement that outlines the roles and responsibilities for all partners. The partnership was formed with the following goals in mind:

- Establish and implement a policy to reduce truancy
- Offer youth programs and services that will benefit residents of CHA communities
- Develop and offer post-secondary education preparation for middle and high school students
- Establish a data sharing network that will enable parties to obtain essential data to aid in providing quality service and program development

Activity Status Update

Below are the current status' of the activities involved in this initiative.

1) Truancy

CHA received Board approval for Truancy policy which is in place for the 2009-2010 school year. CHA has received approximately 50% of the releases mailed to families. The releases are needed to identify schools in which CHA children attend and give us the ability to get information from schools.

2) School Programs

CHA finalized a Memorandum of Understanding (MOU) with Communities in Schools (CIS) for 3 site coordinators at South Mecklenburg and West Mecklenburg High Schools, and Sedgefield Middle School. The contract is expected to impact truancy reduction, grade-level achievement, parental-involvement, alternative education (if required). The CHA Youth Services Coordinator monitors the CIS contract and meets periodically with CIS staff.

3) Achievement Academy

Numerous meetings, research and presentations that focus on middle school academic achievement have been conducted by staff. As a result, the research reveals that the funding of this venture (by CHA) for the large number of CHA kids in need of this service was not feasible. The new case management model will look to engage youth with existing community and CMS programs. CHA will continue to look at alternative options for academic achievement programs for CHA youth.

4) Scholarships

The CHA Scholarship Fund (CHASF) offers financial aid and guidance to any young resident under 25 years of age attending or planning to attend college, technical, or vocational school. In 2009, 60 youth were offered scholarships for a total scholarship value of \$120,947.00. Through the community youth partnership, the target is to increase the number of scholarship recipients by providing post-secondary opportunities and mentoring.

5) Out of School Programs

The **mission** of Partners in Out-of-School Time (POST) is to ensure that all school-age children and youth in Mecklenburg County have access to high-quality programs, activities, and opportunities when school is closed. "Out-of-School Time" refers to all of the hours before school, after school, teacher workdays, school holidays, weekends, and summers. **POST's purpose** is to build the capacity of individuals and organizations to provide high-quality out-of-school time programs, activities, and opportunities. POST will assist CHA with connecting youth to neighboring out of school programs. POST is a partner under the same MOU with CHA and CIS referenced above.

6) **Mentoring and Tutoring Relationships**

Client Services will connect youth to existing community programs in-line with our goals for youth engagement, however, the best practices in which to market, identify, connect and support are still being developed. CHA will lead the collaborative effort with our partners to encourage marketing/recruitment strategies.

Arbor – Inspire reports 9 enrolled from CHA (Section 8 & 9) (goal - 12) and 10 enrolled (goal-15) at Q-Foundation. Engagement can be for 2-years before program exit (so outcomes are delayed) for both programs. In addition, Q Foundation is no longer receiving the WIA funding for this program, thus outcomes are hindered. CHA in conjunction with its partners are looking at alternative ways to enhance marketing and subsequent participation in these programs. A mass mailing was made to participants notifying them of programs focusing on out-of-school youth: Arbor and Q Foundation. Both programs are no-cost to residents that meet Workforce Investment Act (WIA) income eligibility. Both programs have enrollment limitations per their local contract with funder; once capacity is reached, no additional enrollment can take place. A youth services coordinator has been designated.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

STUDY AND POLICY INITIATIVES

1. Continued Activity

The activity, Participant and Landlord Tracking Program, was approved and implemented in the 2007 – 2008 MTW Annual Plan. This activity relates to the MTW statutory objective to expand housing choices.

Activity Status Update

The Charlotte Housing Authority (CHA) would like to increase fair market rents (FMR) in those areas of Charlotte/Mecklenburg County that have low Section 8 participation in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas. CHA partnered with the University of North Carolina at Charlotte (UNC Charlotte) to use Geographic Information Science (GIS) mapping to identify each voucher holder within Mecklenburg County. The purpose of the GIS mapping was to identify areas within Mecklenburg County with Section 8 voucher holders. Further analysis is needed through a housing market study to determine reasonable fair market rents in Charlotte/Mecklenburg County in order to adjust FMR's to pursue de-concentration efforts and establish justifiable FMR's. Participants will also receive education in order to help them locate affordable housing in stable neighborhoods as defined by social, crime, physical, and economic conditions. CHA will seek a vendor to conduct a housing market analysis in order to determine appropriate FMR's for Mecklenburg County. In the event that the housing study results in FMR's that exceed 120% of HUD's FMR, a waiver

is requested for the 120% cap. Therefore, modification of the authorization is required. The additional authorization in Attachment C is D. 2. a., D. 7. c. iii.

The contract for the service for the GIS mapping was executed in November 2007 and the database collection began in December 2007. Results from the study indicated that 3,206 vouchers in the Housing Choice Voucher program are concentrated in eight (8) out of twenty-eight (28) zip codes in Charlotte, NC (28205, 28208, 28212, 28213, 28216, 28217, 28215 and 28269). 4140 vouchers are currently utilized out of 4415. Of the total number of vouchers utilized, 77% of the voucher holders reside within the eight (8) concentrated zip codes. Our FY 2010-2011 benchmark will be to conduct a housing analysis to justify the establishment of CHA FMR's in order to reduce vouchers within the eight (8) concentrated zip codes by 6% (200) and expand vouchers in the remaining 29 zip codes in Mecklenburg County.

	Baseline	FY 2011 Benchmark
Concentrated Zip Codes	3,206 (77%) voucher holders	3,000* (73%) voucher holders
Non-Concentrated Zip Codes	934 (23%) voucher holders	1,134* (27%) voucher holders

*Subject to change based on the utilization rate

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

2. Continued Activity

CHA received approval to implement the Development of Local Design Standards activity in the 2008 – 2009 MTW Annual Plan. CHA adopted local design standards that correlate with other funding sources available in Charlotte and the state - primarily those of the North Carolina Housing Finance Agency.

Activity Status Update

This activity is related to the administrative efficiencies statutory objective. It eliminates the need to expend funding on multiple architectural reviews to ensure that various requirements are met. The activity will impact the way CHA does business since the NCHFA (www.NCHFA.org) standards are subject to a statewide public review and comment process each year to ensure that they meet changing building guidelines and local standards. As a state agency authorized to expend federal funds, the NCHFA guidelines meet all applicable federal requirements. In the previous fiscal year, CHA achieved the benchmark of development of the local design standards. The outcome as to whether the initiative actually meets the statutory objective in greater cost effectiveness in federal expenditures will be discussed when utilization has occurred and differences can be noted.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

UNIT PRODUCTION INITIATIVES

1. Continued Activity

The initiative, Use Single Fund Funding Flexibility To Develop Additional Units, was approved and implemented in the 2008 – 2009 MTW Annual Plan. These units will primarily be in mixed income developments and will be developed directly with CHA as developer or in partnership with other qualified affordable housing developers. The activity is related to the MTW statutory objective to expand housing choices.

Activity Status Update

A key real estate initiative involves using block grant funding to leverage financing for the development of additional affordable housing units. The units will be developed in a way that supports the overall goals of de-concentration of poverty and in locations that support our residents’ efforts to move up and out of public housing. CHA did not defer or eliminate any PHA activities to develop additional units. CHA planned new units utilizing its asset repositioning strategy and leverage from various federal, state and local resources (tax credits, HTF, etc.). The goal is to produce on average, 100 units of new or rehabilitated affordable housing units each year of the Moving Forward program.

The baseline was set at zero for this unit production initiative. The benchmark goal was to add 100 new or rehabilitated affordable housing units financed through MTW funding. CHA reported 110 units acquired and converted in the FY 09 Annual Report. There are no additions at this time. CHA had planned to move much more aggressively into apartment acquisitions to take advantage of opportunities in the current market with the use of MTW funds. While HUD’s approval of the new TDC formula was a good step, CHA will need the requested approval of an exception or waiver of the “pro rata” rule to make significant increases in production through apartment acquisition. Strategies to acquire additional units include Neighborhood Revitalization Apartment Unit Acquisition Program, Neighborhood Stabilization National Legislative Program, Capital Fund Financing Program (CFFP), and Interim Construction Loans and/or Bridge Loans that are subject to TDC or Proportionality.

Last year, due to the availability of CFRC, CHA delayed the use of the CFFP in combination with tax exempt bonds, 4% tax credits, capital funds, MTW and City Housing Trust Fund monies to complete a substantial rehabilitation of two seniors towers. Funding was received for Charlottetown Terrace. In FY 2011, CHA does plan to use the CFFP as described for the Parktowne (163) and Strawn (196) towers. Built in 1977 and 1970 respectively, these towers are structurally sound and located in Charlotte’s booming Uptown area and Southpark. They are

accessible to public transportation and a wide range of services. The plan is to apply for demolition/disposition using the new streamlined process (which has not yet been released by HUD) to allow for the transfer of the buildings to LLC's assemble financing and begin rehabilitation in late 2010. At this time, we plan to complete renovations floor by floor, upgrading systems and making all changes outlined in the most recent capital needs plan. In addition, we have planned a significant upgrade for the exterior of the buildings, making them more compatible with the new development planned around them and improving livability for the resident seniors and persons with disabilities.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

2. Continued Activity

CHA received approval to implement Increasing The Acquisition/Rehabilitation of Existing Multi-Family Properties, in the 2008 – 2009 MTW Annual Plan.

Activity Status Update

In light of rising construction costs and in the face of continued Not In My Backyard (NIMBY) opposition to affordable housing development in higher income areas of Charlotte, CHA proposes that a key component of the unit production portion of the Moving Forward Plan would be driven by an aggressive acquisition/rehabilitation program. In anticipation of MTW status, CHA successfully negotiated a \$5 million acquisition line of credit agreement with Fifth-Third Bank. CHA will be tracking the impact of the activity on the cost effectiveness and increasing housing choices for low income families' objectives.

Because this is a production program, the baseline at the beginning of CHA's MTW Agreement was set at zero (0). The benchmark was to add 50 rehabilitated units per year as part of the overall agency goal to produce 100 units per year through new construction and rehabilitation. CHA will use the same units in the Single Fund Funding Flexibility to Develop Additional Units as done the previous fiscal year. In FY09, CHA achieved significant cost savings in the acquisition of Fairmarket Square (\$48,667 per unit) and Seneca Woods (\$71,059 per unit) compared to the \$120,000 per unit for new construction. Additionally, 110 units were produced. For FY10, CHA's goal was 400 units. CHA currently has 4 acquisitions under consideration: Little Rock Apartments (242) – which is critical to the success of the Boulevard Homes Hope VI; Woodlawn House (104); McMullen Woods (55); and Hampton Creste (239).

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

3. Continued Activity

The activity, Develop a Unit Production Program with Charlotte-Mecklenburg Schools, was approved and implemented in the 2008 – 2009 MTW Annual Plan. This activity will meet the statutory objective to expand housing choices.

Activity Status Update

During the first year of Moving Forward, the Real Estate Division began exploring a partnership with Charlotte-Mecklenburg Schools (“CMS”) to produce mixed income affordable housing units at school sites. This was a pioneering initiative for Charlotte because CMS has had to purchase larger pieces of property than was required for the school development. CHA proposed offsetting the cost and use of the excess land by partnering to develop mixed income rental housing on site. In the FY09 Annual Report CHA achieved its benchmark to identify one site that will be feasible for CHA/CMS development. CMS board passed a resolution to build a school at the redeveloped Boulevard Homes site. Unfortunately, with the recession and consequent shortfall in the County budgets, CMS is experiencing a 15% cut in funding, which has caused the lay-offs of several hundred teachers. In that environment, CMS did not feel it could make financial commitments to affordable housing in this budget year. They again expressed their desire to continue to work on identifying sites to work in partnership with CHA in future years, post –recession.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

9. Continued Activity

CHA received approval to implement this activity, Land Acquisition for Future Affordable Housing Development Use, in the 2008 – 2009 MTW Annual Plan, and pursued the activity as stated in the Plan.

Activity Status Update

It is very important to CHA’s overall MTW plan to secure as many good locations as possible along the new transit corridors and light rail and in rapidly developing areas of Charlotte to expand housing choices. Charlotte is in a stage of very rapid growth and waiting to purchase these sites until full project financing is in place will mean the loss of key opportunities to build housing for our residents in the best locations with the best amenities to support their efforts at self-sufficiency. Therefore, CHA requested and was approved for the ability to option and purchase land (or sites appropriate for demolition and/or rehab) without funded development plans in place. CHA will certify that it has met the HUD Site Selection Standards. CHA also plans to set forth for HUD approval proposed criteria under which it would be allowed to purchase property in excess of appraised value (to gain site control in a rapidly gentrifying area, etc.).

The baseline was set at zero and staff tracked location and cost of acreage added as well as projected plans for development. The goal to acquire one site in the first two years of MTW program operation was achieved. CHA closed on vacant land at Krefeld Drive during the 3rd quarter FY2008-2009. The multi-family site will accommodate 99 units. Krefeld was 10 acres at \$900k or 90K/acre. CHA has several

additional land acquisitions under consideration. The benchmark going forward will be to acquire one site at least every two years which will provide a development opportunity of a minimum of 50 units.

Anticipation of Changes, Modification, or Additions to Attachment C Authorizations

The Agency does not anticipate any changes, modifications, or additions to Attachment C authorizations.

COMPLETED INITIATIVES

1. This activity, ***Affordable Housing Impact Study***, was approved and implemented in the 2007 – 2008 MTW Annual Plan. CHA commissioned University of North Carolina at Charlotte (UNCC) to design a research program to examine the impact of affordable housing on neighboring property owners and the surrounding community. The local social and economic data and geographic information science (GIS) technology was used to create the framework for examining the pattern and density of affordable housing and measure the association between this housing stock and crime rates, housing and property values, and school equity in surrounding residential communities.

The Affordable Housing Impact Studies initiative is complete. UNC Charlotte utilized the most recent property values data, including sales information from the Mecklenburg County Property Tax Office, crime statistics from the Charlotte-Mecklenburg Police Department, and Charlotte-Mecklenburg Schools achievement data. The final study results were presented to the Charlotte Housing Authority Board of Commissioners in June 2008.

The Affordable Housing Impact Studies is related to the statutory objective to expand housing choices for low-income families and individuals. In Charlotte, Section 8 participants have historically been concentrated in high poverty neighborhoods. This initiative enhances the availability of affordable housing in existing residential communities with lower-poverty, where a higher quality of life exists and opportunities to escape poverty are greater.

By analyzing this data, low-income families will be afforded the opportunity to have information that will aid in making decisions about desired areas that are impacted in the community. This should yield increased housing choices by families. During the briefings and Good Neighbors Training, CHA informs families of areas that are not concentrated with Section 8 vouchers. Through the voucher clustering tracking in the Participant and Landlord tracking initiative, CHA will be able to note increases in areas outside of the high concentrated areas.

The baseline for this initiative was set at zero (0). The benchmark was the receipt of three final reports: 1) Section 8 Households and the Relationship to Crime in Charlotte, NC 2) Section 8 Households and the Relationship to Property Values in Charlotte, NC 3) School Quality and Affordable Housing in Charlotte, NC: A Spatial Assessment. The final presentations on the study results were presented to the Charlotte Housing Authority Board of Commissioners in June 2008.

Cumulatively reported, it was stated that overall, the crime data indicated that there was little evidence to support the perception that Section 8 households impact the property crime rates in surrounding neighborhoods. Furthermore, there was weak evidence that Section 8 households impact property values. It was noted that property values are influenced by multiple factors (property location, housing unit characteristics, neighborhood demographics, foreclosures, and neighborhood change). However, the overall impact is less than other neighborhood characteristics, homeownership, foreclosure, age of housing and proximity to center city. Findings from the school equity data indicate that increased property values and declining proportions of affordable housing stock have reduced the access to better quality neighborhood schools. The benchmarks were achieved and the activity has been determined to be effective based on the final three reports distributed to the Greater Charlotte Community.

CHA will use these findings to refute opposition to the Section 8 program participants in Charlotte communities. These findings have been recited to the Charlotte-Mecklenburg Chief of Police, Charlotte City Council and Neighborhood Associations.

The authorization which gives CHA the flexibility to establish payment standards between 90 percent of fair market rental (FMR) and 120 percent of 120 FMR by census tract instead of HUD established FMR jurisdiction for the Affordable Housing Program Studies is 42 U.S.C 1437f(o)(1)(B) and corresponding regulations at 24 C.F.R. § 982.503 (c) (2).

The waiver is necessary to achieve the benchmark because it reduces the concentration of vouchers in certain census tracts in Charlotte, increases housing choices for low-income families.

2. CHA implemented the HUD approved **Assess Section 8 Program Participants** activity in the 2008 – 2009 MTW Annual Plan. CHA completed the assessment of the Section 8 participants’ needs in June 2008. The survey assessment was conducted and analyzed by Central Piedmont Community College’s (CPCC) Center for Applied Research. The assessment was a key planning component to determine the types of services and programs families will need to assist them in becoming self-sufficient. The assessments measured the families’ capacity to live independent of a housing subsidy. The Section 8 participants will be enrolled in the Currents of Change program where work plans for each able bodied, non elderly/disabled person will be developed to address self-sufficiency needs.

By assessing the needs of the families CHA has the data needed to develop targeted programs, services and policies that will aid families in their quest to become self-sufficient. Thus far, 81% of all Section 8 participants have been assessed. As a result of the assessments, CHA realizes there are a number of needs families have to becoming self-sufficient. Below is an abstract of the needs survey:

- 62.1% of respondents wanted computer training
- 46.3% of respondents wanted job training



- 55.2% of respondents wanted help to attend college
- 49.1% of respondents wanted help finding a job or a different job
- 30.2% of respondents wanted help getting their GED
- 10.1% of respondents wanted help learning to read

Based on the percentage of needs identified above, CHA will phase in a new service delivery model with community partners that will serve a greater number of participants than current staffing levels can accommodate. In addition, the scope of services will be expanded to assist participants in being self reliant.

The baseline was set at zero (0). This was an initial assessment. CHA had 4,260 authorized Section 8 vouchers (HCV) of which CHA's benchmark was to survey 80% or 3,425 program participants by December 2008. After the survey was administered, CHA realized that the 128 Project-Based Section 8 families and 525 seniors/disabled needed to be removed from the survey resulting in a total of 3,607 Section 8 vouchers participants. CHA adjusted the 80% number to reflect the deducted households, bringing the benchmark to 2,886. As of December 2008, 3,294 or 91% of the participants have responded to the survey either online or through mail. Therefore, CHA has exceeded the targeted benchmark of 80%.

The benchmark was achieved and the activity was determined effective since there was an overwhelming response to the survey. Completion of the survey allowed CHA to see the volume of participants that needed assistance to move toward self-sufficiency, as well as the diverse needs of this population.

The proposed metrics included an initial letter and survey which were mailed June 2008 to all Section 8 households. A reminder post card was mailed the first and third week of August 2008. The survey consisted of 46 questions focused on Employment and Education, Family Responsibilities, Health, and Elderly and Disabled Residents in order to evaluate their capacity for independent living. The metric was deemed appropriate because it was the most efficient manner to reach the participants, and they had the opportunity to respond either by mail or online. Final analysis of the survey responses were presented by CPCC to the CHA Board of Commissioners in November 2008. The survey results indicated that the Section 8 participants primary needs are transportation, childcare and more education/training. This ensures that CHA's future activities incorporate strategies addressing these needs to facilitate their progress toward self reliance.

Attachment C: Section E: Authorizations Related to Family Self-sufficiency - The Agency is authorized to operate any of its existing self-sufficiency and training programs, including its Family Self-Sufficiency (FSS) Program and any successor programs exempt from certain HUD program requirements. *This authorization waives certain provisions of Section 23 of the 1937 Act and 24 C.F.R. 984 as necessary to implement the Agency's Annual MTW Plan.*

The waiver was necessary to apply the programs to all participants as opposed to voluntary participation.

SOURCES AND USES OF FUNDING

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

The planned sources (Operating, Capital, HCV) and uses of MTW funds is attached as Appendix C.

List planned sources and uses of State or local funds.

CHA lists the planned sources and used of State and local funds in Appendix D.

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

CHA lists planned sources and uses of the COCC in Appendix C.

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

The use of cost allocation or fee-for-service approach that differs from 1937 Act requirements is not applicable.

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.

CHA describes the use of single-fund flexibility uses across traditional program lines or special circumstances in support of an MTW activity in Appendix C.

Optional – List reserve balances at beginning of the Plan year.

CHA opts out of listing reserve balances at beginning of the Plan year.

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

CHA opts out of providing planned sources and uses by AMP.

The University of North Carolina at Chapel Hill's Center for Urban and Regional Studies will be measuring the impact of the Charlotte Housing Authority's Moving Forward Program. The information from the evaluation will help the CHA make mid-course corrections in their initiatives, address the questions and concerns raised about the MTW program by others in the Charlotte community, and provide HUD with the information on the impact of the CHA's MTW program. The evaluation will also help inform other PHA's who may be considering similar innovations. The proposed evaluation will address all of the required elements of the HUD evaluation guidelines, but it will also address CHA's activities that do not require MTW flexibility. This broader scope will provide a more holistic picture the activities that the CHA is undertaking to achieve the goals of the MTW program. The evaluation will be guided by a series of "models of change" that the Center for Urban and Regional Studies will develop in collaboration with CHA staff. The models of change approach will help identify the appropriate output and outcome indicators needed to gauge the programs accomplishments (such as increases in hourly wage rates, and decreases in the need for public subsidy) and it will help in making explicit connections between the components of the MTW program (such as the introduction of work requirements) and the output and outcome indicators.

When CHA became an MTW agency and at the start of the evaluation, it was realized that the Attachment B format, as well as the activities being implemented required reporting requirements, which were not present in our current application software in an easily readable format. Our software, Yardi Systems Inc., has great capabilities for generating reports from many different stored data tables within our database structure. Many reports had to be run in order to get the necessary data pulled from the database. In order to have less reports run and have them in a user friendly, easy readable format, CHA developed 14 new reports for our software vendor to write. All reports had specifications developed, were reviewed, approved and sent to our software vendor. The reports are in the process of being written and are scheduled for delivery in December of 2009.

In further evaluations for other departments reporting requirements to support their MTW initiatives, additional reports and data collection were identified. More than 75 reports and several data table elements are expected to be created. A consultant company, Lupine Partners, will be conducting a detail department review for all reporting and data collection. They will be responsible for specification development of each report and filter criteria's and write the necessary reports. They will deliver the reports which will be placed into our Yardi application.

Both of these actions will allow the CHA to effectively monitor and report on the achievements and accomplishments of the MTW program.