

Moving  Forward
Families Advancing to Self-Reliance

Fiscal Year 2011-2012

Moving Forward Annual Plan



Charlotte Housing Authority

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Revised April 7, 2011

Housing Authority of the City of Charlotte, NC

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

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I. Introduction

The Charlotte Housing Authority became a participating agency in the US Department of Housing and Urban Development's Moving To Work (MTW) federal demonstration program in Fiscal Year 2008. MTW is a demonstration program that offers agencies the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies for low-income families by allowing exemptions from existing public housing and tenant-based Housing Choice Voucher rules. The program also permits these agencies to combine operating, capital, and tenant-based assistance funds into a single agency-wide funding source, as approved by HUD.

The purpose of the MTW program is to give participating agencies and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish three primary goals:

- Reduce cost and achieve greater costs effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

The outcome measures of CHA's initiatives are reported in the chart below as they correspond to HUD's three federal statutory objectives. HUD will use the outcome measures of participating housing authorities to make decisions about ways to better address local community needs.

Results of Activities Using MTW Flexibility				
	Reduced Costs	Achieved Administrative Efficiencies	Promoted Self-Sufficiency	Increased Housing Choice
FY08				
FY09	\$97,661.80 cost savings	\$66,312.82 additional interest earned using the State investments over HUD investments	36 FSS working families	110 units acquired
FY10	\$95,750.55 cost savings	\$11,000 additional interest earned using the State investments over HUD investments	48 FSS working families	566 units acquired; 21 CBRA units completed
Cumulative¹	\$193,412.35²	\$77,312.82	84	697

¹ The above results do not reflect the total of all initiatives CHA has implemented since 2008. Many of the initiatives achieved the HUD statutory objective but did not show tangible results. For example, a 5% decrease in Part I crimes in the communities may not have created additional units, but it expanded housing choices by opening up opportunities for consideration by waiting list participants that may have opted out of a site because of perception of crime. In FY2008 CHA's initiatives were concentrated on the Housing Choice Voucher Program and related to de-concentration, training and inspections.

The following activities include agency highlights that do not require MTW flexibility to implement, however, because the Charlotte Housing Authority is a block grant agency, MTW funds will be used in the activity. These activities are considered significant due to the impact on our residents and customers. Many of the activities will support ongoing MTW initiatives such as the self-sufficiency programs.

Redevelopment Activities

Charlottetown Terrace

The Charlotte Housing Authority will redevelop the 180 unit Charlottetown Terrace into 161 affordable units. This 100% affordable community will serve disabled residents at or below 30% of the area median income and will consist of:

- 125 studio/efficiency units
- 36 one-bedroom units.

CHA will invest over \$12 million in partnership with a HUD Capital Fund Recovery Competition (CFRC) grant and the City of Charlotte's Housing Trust Fund (HTF). The renovation will include a new "service-enriched" environment to accommodate the needs of the residents. Proposed project amenities will include: on-site medical/social service offices, community room, commercial kitchen, exercise room, library, movie theater, lounge and other indoor/outdoor amenities.

CHA is committed to "green" and "sustainable" practices. In support of this commitment, Charlottetown Terrace is pursuing the United States Green Building Council (USGBC) LEED – Silver Certification. This will be CHA's first Leadership in Energy and Environmental Design (LEED) community.

Strawn Tower

The agency will also redevelop the 195 unit Strawn Tower into a 170 unit community for elderly residents. The 100% affordable community will serve elderly residents at or below 60% of the area median income and will consist of:

- 129 studio/efficiency units
- 41 one-bedroom units

CHA will invest over \$16M in partnership with the North Carolina Housing Finance Agency (NCHFA), the City of Charlotte's Housing Trust Fund (HTF) and HUD's

² *Initiatives contributing to reduced costs: acquisitions versus new construction; direct deposit of the Housing Assistance Payment; and using the Certificate of Occupancy in lieu of the Housing Quality Standard Inspection.*

Capital Fund Financing Program (CFFP). Construction is expected to start in January 2012. This renovation will include a new “service-enriched” environment to accommodate the needs of the residents. Proposed project amenities will include: on-site medical/social service offices, community room, commercial kitchen, exercise room, library, movie theater, lounge and other indoor/outdoor amenities.

Parktowne Terrace

The agency is also planning to use funding from HUD's Capital Fund Financing Program (CFFP) to do a complete rehabilitation of Parktowne Terrace, a 163-unit tower for seniors. The project has also received a \$250,000 grant from the City of Charlotte's EECBG stimulus funding and a loan from CHA's MTW funding to complete this redevelopment.

All 163 units will remain Section 9 units. The renovated community will include a new “service-enriched” environment to accommodate the needs of the residents. Proposed project amenities will include on-site medical/social service offices, community gathering room with warming kitchen, exercise room, library, lounge and other indoor/outdoor amenities. Construction is expected to start January 2012.

Boulevard Homes

The Charlotte Housing Authority has been awarded a \$20.9 million HOPE VI grant for the redevelopment of its Boulevard Homes property. 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.

This HOPE VI program includes the construction and rehabilitation of a total of 902 units of housing on and off site. The on-site revitalization program will create an education-centered community with 332 new residential units, including 317 affordable rental units. The onsite redevelopment plan will fulfill the requirements of two green rating programs: LEED for Homes (multifamily) and the Enterprise Green Communities criteria. The project will include new infrastructure, streets, and a new portion of the County greenway system which will connect the development with the Southview Recreation Center and the CPCC Harris campus.

We anticipate completion of the demolition of the current 300 Boulevard units, construction of the infrastructure and start construction on the first on-site residential component (a 110-unit building for seniors) in FY11.

With Every Heartbeat There Is Life

During fiscal year 2011 – 2012 CHA will continue to participate in the National Institutes of Health (NIH) project, With Every Heartbeat Is Life. A total of 70 participants have graduated since March 2010. Participating residents include those from family sites including FSS participants from Victoria Square, Claremont and First Ward. CHA has found that a large percentage of residents who have participated in WEHL are residents of the elderly/disabled communities. CHA graduated the last class on October 13th with 24 participants and will begin the next class on January 19, 2011. CHA is evaluating the best method to analyze the data that is being captured during each session and will use the data from March, 2010 - March, 2011 to develop baselines and benchmarks for the upcoming fiscal year. The second graduating class showed success with approximately 7- 8 people experiencing weight loss during their 11-week class which they contributed to the education received from the program on how to eat healthier and incorporating more physical activity.

Employment Center

In an effort to expand the services being provided to residents to help them meet the work requirement, CHA is partnering with Jacob's Ladder, City Dive, and the Workforce Development Board to open the Center for Employment Services (CES) on Charlotte's West Boulevard Corridor. This activity represents innovation in various ways:

1. It will be the only provider of employment-related services on Charlotte's west side;
2. The CES represents an innovative collaboration between several agencies; and
3. It represents the first time that CHA has approached, in a major way, the private donor community to help fund services to its very low income residents

The Center for Employment Services is located in the Arbor Glen (a HOPE VI Community) apartment community, near the intersection of Clanton Road and West Boulevard and is on a bus line. CHA decided to locate the Center for Employment Services along the West Boulevard Corridor for three key reasons. First, CHA provides a rental subsidy via public housing or Section 8 to approximately 1,000 households in this section of Charlotte. Second, this section of the city is struggling to overcome years of entrenched poverty. Third, CHA had a vacant four-plex in an apartment complex on West Boulevard that could be brought back on line and put into service to help our clients, and neighborhood residents, enter the workforce.

CHA has funded the expenses necessary to bring the building back on line. An in-kind donation from Crosland will cover the cost of utilities and interior/exterior maintenance. Two donors are funding a portion of the cost to up fit the

computer lab, IBM has donated office furniture and other donors are being asked to step forward.

The CES will be marketed to CHA residents living along the West Boulevard Corridor in public housing or receiving a rental subsidy via the Housing Choice Voucher (Section 8) program. The center, however, will be open to the public and will serve all serious job seekers who come to the CES asking for help.

Motivational Training

The agency will provide training course work titled Getting Ahead in a Just-Gettin' By World to residents participating in case management. This will enable them to better understand their situation and to allow them to be accountable for making the changes needed to move residents towards self-sufficiency.



Transportation Assistance

In FY09, CHA was awarded a \$100,859.38 grant from the Charlotte Area Transit System, via their Job Access and Reverse Commute (JARC) grant funding. The agency used MTW funding to match this grant and worked with nine community partners to distribute bus passes to Section 8, Section 9 and other very low income and/or homeless individuals engaged in job search, job training or employment-related activities.

To date, CHA has provided 23,709 bus passes (a combination of round trip rides, 10-rides and a few monthly passes) to individuals engaged in employment-related activities. Specifically, we have provided 10,702 bus passes to individuals engaged in job search activities, 6,074 bus passes to individuals enrolled in a job training program and 6,933 bus passes to individuals traveling to and from a job.

Partner agencies and CHA site managers report that the passes are most valuable to those looking for work, as well as to those who needed help with the daily transportation expense once they found a full-time job. In addition, it is noted that the job search and job training activities would not have happened without transportation assistance.

CHA has received a second JARC grant for \$30,000 over a 2 year period for a total of 5,976 bus passes so CHA can continue to provide transportation assistance for employment-related activities. CHA will provide a match of \$30,000 per year.

Housing Homeless

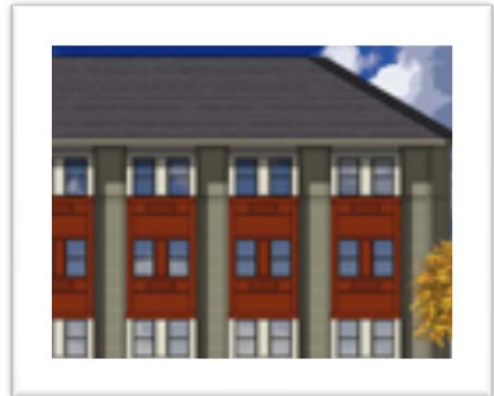
Data compiled from several sources by Urban Ministry Center indicates Charlotte spends an average of \$4,000 a day on homeless persons between jail, detoxification, mental health, emergency room visits and hospital stays. It is approximated that for \$29.40 a day, housing and supportive services can be provided to these same individuals. Our local efforts to increase the capacity of those with existing expertise have included:

Hampton Creste Apartments

In 2009, Horizon Development Properties, Inc., a subsidiary of the Charlotte Housing Authority, acquired the Hampton Creste apartment complex. CHA has set aside 60 of the units for families currently being served by the Salvation Army. The apartments were furnished through the assistance of St. Matthew Catholic Church, St. Gabriel Catholic Church, Habitat for Humanity of Greater Charlotte, Mecklenburg County, and Charlotte-Mecklenburg Schools. The Hampton Creste Transitional Housing Initiative is offering permanent, long-term solutions to homeless families by providing supportive services that include case management, vocational and educational training, and therapeutic services.

McCreesh Place

McCreesh Place II, a development owned by St. Peter's Homes, Inc., targets homeless men or men at risk of becoming homeless with disabilities and provides affordable housing in a recovery-friendly environment with on-site case management supportive services. The project consists of rehabbing the existing sixty-four (64) single occupancy units and the construction of an additional twenty-seven (27) efficiency units. All ninety-one (91) units will serve persons at or below 40% area median income (AMI).



CHA will invest almost \$1M and also provide rental subsidies for 89 of the 91 units in this project. The City of Charlotte Housing Trust Fund (HTF) will contribute over \$2.1M to the project. Construction is expected to start in 2011.

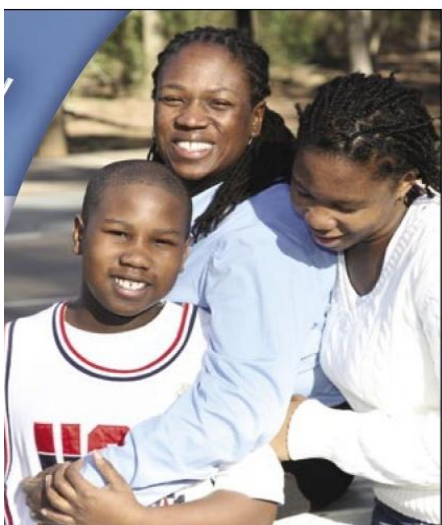


Moore Place

Moore Place will be developed into 85 efficiency units for chronically homeless men and women at or below 30% AMI. The 100% affordable community will be owned and operated by Charlotte Housing First, LLC, a subsidiary of Urban Ministry Center (UMC), an interfaith organization dedicated to serving the homeless and ending homelessness.

CHA will be a lender and provider of rental subsidies in this project. The City of Charlotte Housing Trust Fund (HTF) in partnership with several major foundations and other private funders will invest \$10M to complete the development. Construction is expected to begin in 2011. The renovation will include a new "service-enriched" environment to accommodate the needs of the residents. There will be an on-site case manager who will coordinate with area mental health/substance abuse services. Structured community activities will be incorporated to foster a cohesive and safe environment and the development will have 24-hour front desk security. Also planned is outdoor garden space for the residents including a gazebo and community gardens.

Overview of the Agency's MTW goals and objectives for the year



The Fiscal Year 2011-2012 Moving Forward Annual Plan marks the 5th year as an MTW agency. The Charlotte Housing Authority's MTW Agreement with HUD will expire in 2018. The authority is required to develop an Annual Plan each year to provide local stakeholders and HUD with a clear understanding of the Agency's activities for the coming fiscal year.

The Charlotte Housing Authority's MTW Program, locally branded "Moving Forward", shares the Corporate goals and several related objectives listed in the Authority's Balanced Scorecard:

Goals:

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

Corporate Objectives:

- Increase affordable housing opportunities
- Lead strategic partnerships
- Provide optimal housing choices
- Maximize portfolio value
- Maximize funding sources

- Promote innovative solutions
- Enhance strategic technology infrastructure
- Optimize performance of the Section 8 Program
- Maximize customer service
- Ensure long-term financial viability

Specific Activities:

The agency will continue the approved HUD initiatives in the summary table below as part of its Moving Forward initiative. In addition, the table reflects a summary of the proposed activities the Charlotte Housing Authority would like to implement in FY12 to accomplish the goals and objectives previously listed.

Housing Authority of the City of Charlotte
Moving Forward Initiatives Summary

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
27	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. A Work Requirement Initiative will be implemented for those under case management.	2008-2009	Implemented FY 2008 – 2009 Ongoing
27	Youth Initiatives	CHA is focused on providing initiatives 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
28	Alternate Review Process	Beginning December 2010 re-certifications for senior/disabled will be bi-annual; criminal background checks will be conducted at recertification.	2008-2009	Recerts -In Development ; background checks ongoing
29	Rent Reform	Proposing modification of rent calculation and increase in minimal rent. A hardship policy will be in place. Rent Reform will begin December 2010.	2009-2010	In Development
35	Local Non-Traditional Initiatives	CHA used funds outside of Sections 8 and 9 to: Acquire general partnership interest; Construct mixed-income housing; Acquire and renovate senior housing; Renovate, construct and operate supportive housing; Implement a local rental subsidy program and convert units to public housing	2010-2011	Implemented FY 2010 – 2011 Ongoing
42	Housing for Persons with Disabilities, Special Needs and Homeless	CHA created and enhanced relationships with local social service provider agencies by working with nonprofit providers on new supportive housing projects.	2008-2009	Implemented FY 2008 – 2009

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
				Ongoing
43	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
44	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
45	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 On Hold
45	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
46	Participant and Landlord Tracking Program	The University of North Carolina at Charlotte's (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within Mecklenburg County in order to analyze the census tracts with a large number of Section 8 voucher holders to assist with de-concentration.	2007-2008	Implemented FY 2007 – 2008 Ongoing
47	Site-Based Waiting Lists Public Housing and Project Based Section 8	Applicants apply for public housing and Project-Based Section 8 property at the specific site.	2008-2009	Implemented FY 2008 – 2009 Ongoing
48	Occupancy Training	CHA and Central Piedmont Community College provide "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
49	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
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
51	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	Implemented Tracking Impact

PAGE	APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
52	Adopt Investment Policies Consistent with State Law	CHA adopted investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid and obtains competitive yield.	2008-2009	Implemented FY 2008 – 2009 Ongoing
53	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
COMPLETED INITIATIVES				
	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
	Assess Section 8 Program Participants	CHA surveyed 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
	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	Completed
	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

II. General Housing Authority Operating Information

A. Housing Stock Information

This section addresses the Charlotte Housing Authority's housing stock information for FY 2011-2012. 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.

		APRIL 1, 2011	MARCH 31, 2012
Number of public housing units at the beginning of the year		3,167	3,227
General description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year)		In FY2012, Edwin Towers will receive \$1,666,000.00 in capital improvements for new HVAC systems, landscape improvements, replace damaged concrete sealant, replace patio handrails, and community center furnishings. This represents nearly 35% of the Agency's total budgeted capital expenditures for the fiscal year.	
Description of any new public housing units to be added during the year by development (specifying bedroom size, type, accessible features, if applicable)		149 units are anticipated to be added during the year.	
Development	Accessible Features	Type	Bedroom Size
Woodlawn House	Will be compliant after rehab	Senior	34 - 1 bedrooms 18 - 2 bedrooms
McCreesh Place	ADA Compliant	Homeless	63 - 1 bedrooms
Moore Place	ADA Compliant	Supportive Housing for Homeless	34 - 0 Bedrooms
Number of public housing units to be removed from the inventory during the year by development specifying the justification for the removal		26 units will be removed from Strawn Tower as part of the rehabilitation project	
Number of MTW Housing Choice Vouchers units authorized		4,573	4,673 (anticipate 100 additional FUP)
Number of non-MTW HCV units authorized		118 (85 VASH and 33 Port Out)	118 (cannot project the number of port outs)
Number of HCV units to be project-based during the Plan		CHA has 296 Project-based vouchers at	

year, including description of each separate project		present. An additional 237 are committed for FY12 for a total of 534.
Development	Number of Units	Type
940 Brevard	60	Seniors
McAden Park	30	Family
Seigle Point	18	Family
Mill Pond	51	Family
Prosperity Creek	84	Seniors
Spring Croft	18	Seniors
YWCA	10	Transitional
Cherry Gardens	11	Seniors
Ashley Square at Live Oak	14	Family
FY12		
McCreesh Place II	26	Homeless
Woodlawn	52	Seniors
Moore Place	51	Family
Steele Creek	60	Seniors
Lofts at Seigle Point	38	Family
Everett House	10	Family

CHANGES TO ACC UNIT NUMBERS IN FY 11 & FY 12		
ACC Units at the start of FY 11		3,342
Deletions:	# of Units	Unit Count
Charlottetown Terrace	19	3,323
Boulevard Homes	300	3,023
Additions:		
Hampton Creste	60	3,083
McMullen Wood	21	3,104
McCreesh Place	63	3,167
Total ACC in Use As of 3/31/11		3,167
ACC Units at the Start of FY 12		3,167
Deletions:		
Strawn High Rise	26	3,141
Additions:		
Woodlawn House	52	3,193
Moore Place	34	3,227
ACC Units at the End of FY 12 (March 31, 2012)		3,227

B. Leasing Information

Anticipated total number of MTW PH units leased in the Plan year	3,197
Anticipated total number of non-MTW PH units leased in the Plan year	CHA does not have any non-MTW PH units
Anticipated total number of MTW HCV units leased in the Plan year	4,363 (210 vouchers will have to be held for PBV developments coming on line in FY12)
Anticipated total number of non-MTW HCV units leased in the Plan year	118
Description of anticipated issues relating to any potential difficulties in leasing units (HCV or PH)	There has been slow lease up with VASH and FUP because all applicants must be referred. There are no leasing problems with the public housing units.
Optional in Plan: Number of project-based vouchers in-use at the start of the Plan year	296

C. Waiting List Information

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

There are no changes anticipated in the site-based waiting lists for public housing.

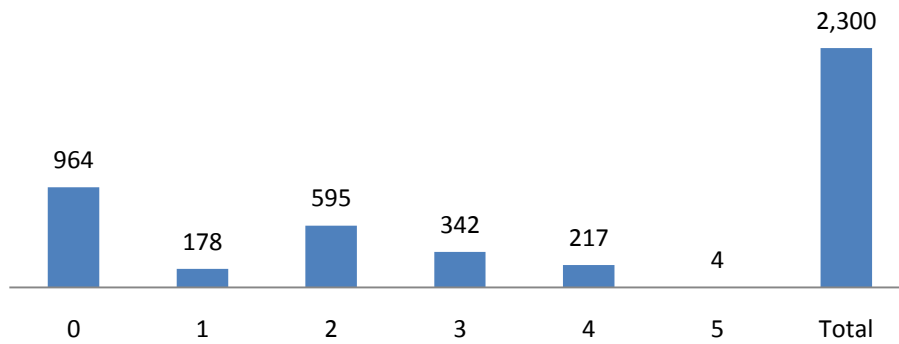
Staff is working on a revised waiting list pre-application for the Housing Choice Voucher Program.

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

Public Housing

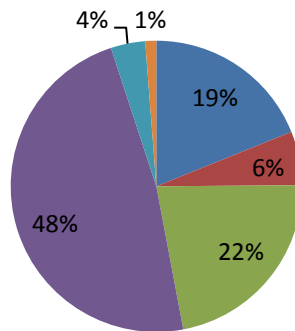
There were 2,300 applicants on the public housing waiting lists as of December 29, 2010. The public housing wait lists are site-based. CHA opened its public housing waitlists for two-bedroom and three bedroom apartments for the non-senior/disabled housing communities in November 2010. The waitlists are open and closed (by site or bedroom) depending on the length of the list as a result of the quarterly reviews. Waiting lists are reviewed quarterly by site and bedroom. The public housing waiting list purge was completed in October 2009. The charts below illustrate the number of applicants in each category on the conventional waiting lists by specified bedroom size, applicant type and age group.

Public Housing Waitlist (per bedroom size) as of December 29, 2010 Applicants

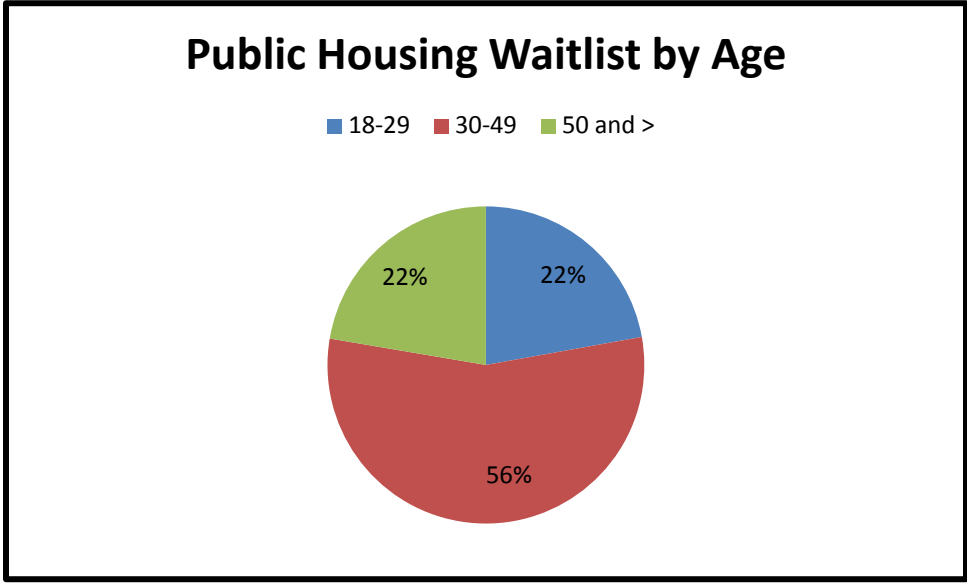


Public Housing Waitlist Statistical Data as of December 29, 2010

■ Disabled ■ Elderly ■ Near Elderly ■ Non Preference ■ Homeless ■ Displaced

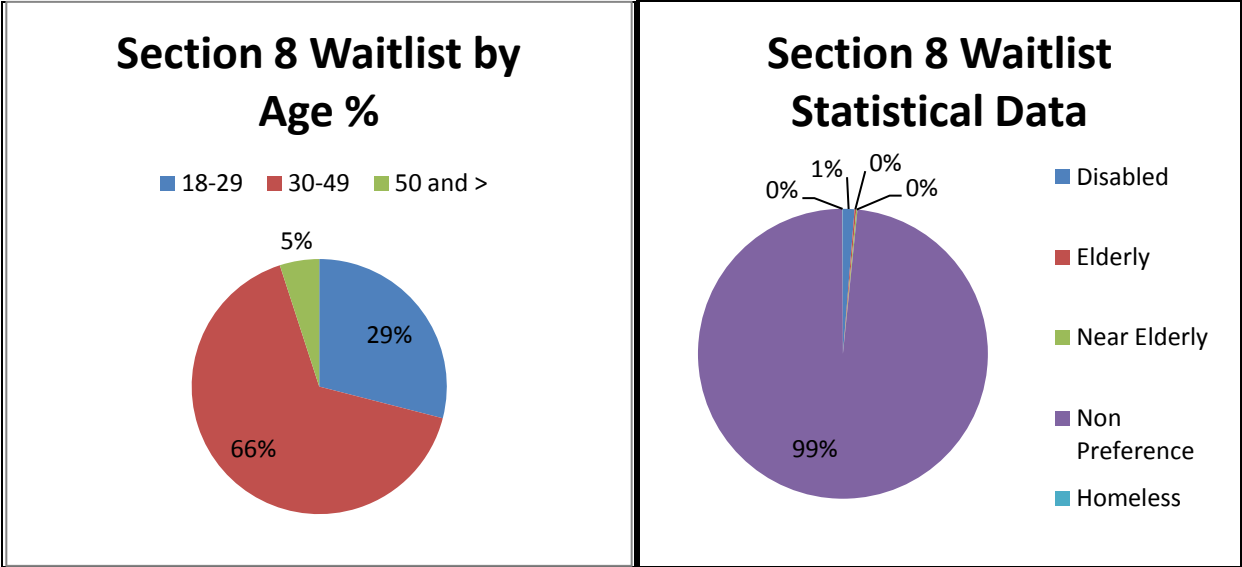


Bedroom Size	Age	%	Bedroom Size	Age	%
0	18-29	4%	3	18-29	40%
	30-49	17%		30-49	55%
	50 and >	79%		50 and >	5%
1	18-29	18%	4	18-29	16%
	30-49	47%		30-49	78%
	50 and >	35%		50 and >	6%
2	18-29	55%	5	18-29	0%
	30-49	36%		30-49	100%
	50 and >	9%		50 and >	0%



Housing Choice Voucher

There were 2,177 applicants on the Housing Choice Voucher waiting list as of December 29, 2010. The waitlist is comprised mostly of persons in the 30 – 49 age group. The Housing Choice Voucher waiting list will remain closed and an update purge will be conducted in January or February 2011 which may impact the number of people on the list. The Charlotte Housing Authority applied for 200 vouchers for Non-Elderly Persons with Disabilities; however these were not awarded.



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

A. CHA opts out of listing planned sources and uses of other HUD or other Federal Funds.

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

Certificate of Achievement

In June 2010, the Charlotte Housing Authority received a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). This is the fifth consecutive year the agency has received this award. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting.

National Award of Excellence

In the spring of 2010 CHA received two Awards of Merit from the National Association of Housing Redevelopment Officials (NAHRO). The two projects were The Hall House Project (Program Innovation/Affordable Housing) and Strategic Asset Model (Program Innovation/Administrative Innovation). The Strategic Asset Model also received a National Award of Excellence.

- **The Hall House Project**

CHA offered the Salvation Army units in a vacant high rise to house homeless families for six months. The collaboration grew to include A Child's Place (supporting homeless children in school), the Charlotte-Mecklenburg Schools, the City of Charlotte, Mecklenburg County and hundreds of community and faith-based volunteers. Sixty-eight families, for a total of 247 people, were housed and fed from January-July 2009. As a result, 51 of the 68 families moved from Hall House into permanent housing at the end of the project.

- **Strategic Asset Model**

CHA developed a Strategic Asset Model (SAM) to evaluate their existing assets and make informed market-driven decisions that reflect a long-term leveraged real estate strategy. SAM provides our board and senior management team a road map for objective decision-making in a highly charged political arena. SAM quantifies objective data and incorporates political and social concerns to guide decision-making on whether to sell, renovate or hold each property in our portfolio.

Section 3

The CHA is committed to helping the residents of its communities move toward 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.



"I am really grateful for the chance to work. All we really want is an opportunity to show that we are good workers. Thanks CHA and R.J. Leeper Construction Company for giving me a chance." Donnie Gantt, Charlottetown Terrace resident and Second Shift Foreman on the Hall House Renovation project.

The 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; 30% of new hires each year to be qualifying public housing residents as a result of contracts with CHA ; and contractors must subcontract at least 10% of the award to committed to qualifying Section 3 business concerns.

In 2009, CHA was successful in increasing its numbers of residents placed in jobs created as a result of CHA contracts by 25% and many residents have expressed gratitude for being provided employment opportunities.

Designated Housing Plan

A Public Housing Agency may choose to complete a Designated Housing Plan in order to gain the flexibility of setting aside housing units for elderly families only, disabled families only, or elderly and disabled families. All Plans require final approval by HUD. The designations in the plan, if approved, will be effective for a period of five years.



940 Brevard

The following designations have been approved by HUD and are pending Board approval:

- Designate eleven of its existing communities for exclusive occupancy by the elderly in the following communities: 940 Brevard, Arbor Glen, Autumn Place, Edwin Towers, McAlpine Terrace, Parktowne Terrace, Prosperity Creek, SpringCroft at Ashley Park, Steele Creek, Strawn Apartments (High-rise) and Woodlawn House Apartments; and
- Designate two communities, Charlottetown Terrace and Strawn Apartments (Cottages), for exclusive occupancy by the disabled.

IV. Long-term MTW Plan

The long term MTW plan consist of strategies which are designed to help meet the unmet affordable housing need in Charlotte, leveraging supportive services, deconcentrating poverty by creating more mixed-income communities, and expanding CHA's jurisdiction.

CHA offers a high quality, partnership driven and sustainable continuum of resident services that addresses and removes the barriers to self-reliance, so that all residents will achieve a high quality of living by advancing towards self-reliance.

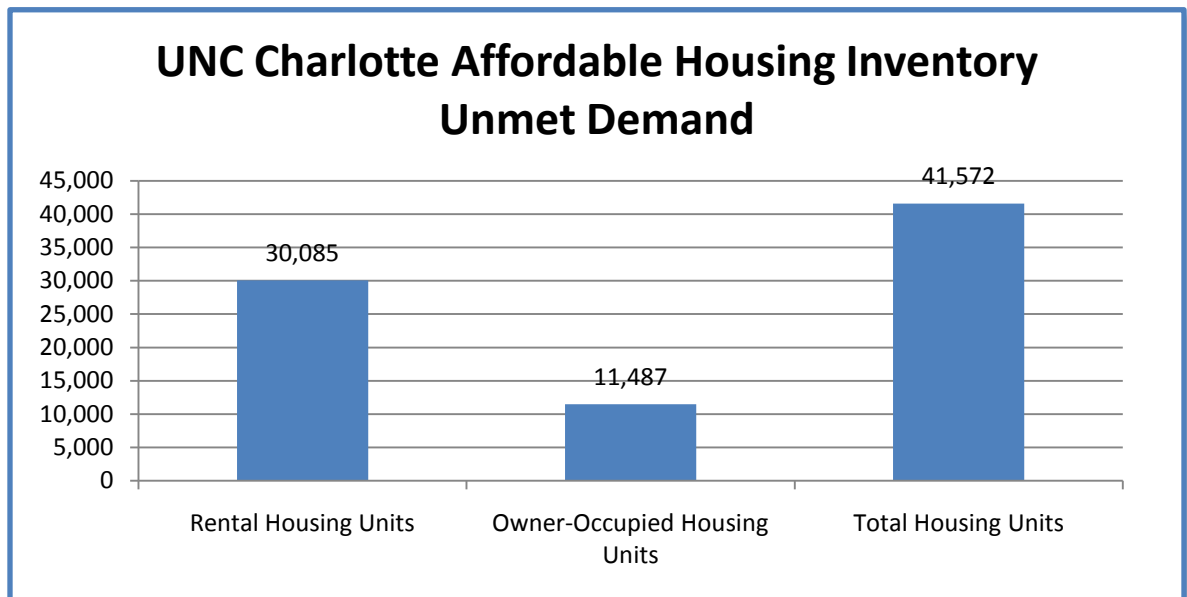
As pertains to real estate development CHA plans to:

- Continue a Dual Development Strategy as independent/direct developer and joint venture partner to pursue projects that could become joint ventures;
- Increase the agency role as a lender and provider of rental subsidies in developments; particularly supportive housing and special needs developments;
- Integrate Real Estate Development, Modernization, Relocation and Asset Management departments to improve efficiencies that would strengthen the CHA's capacity to better manage and develop more units;
- Continue partnerships that would support the education model in the development of family communities, and;
- Work to improve communications at all levels that would alleviate hindrances to day to day project implementation.

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

- *Define and Understand the Need for Affordable Housing*
In order to identify and quantify the unmet housing need in Charlotte, CHA, in partnership with its Affordable Housing Study Partners, engaged the University of North Carolina at Charlotte (UNCC) to conduct an affordable housing inventory assessment. A copy of the study can be accessed at <http://www.cha-nc.org/documents/ComprehensiveAffordableHousingMarketStudyReportSept.pdf>.

The primary purpose of the study was to create an in-depth and comprehensive database that quantifies and qualifies the unmet affordable housing demand in Mecklenburg County, NC. Completed in September 2010, the study quantified the unmet demand for affordable housing, determined the various ways in which families and individuals in these income groups are currently housed, and inventoried the current housing and accompanying supportive services. UNCC used the data to formulate projections, identify trends, evaluate existing barriers to housing for these families and individuals and recommended possible strategies to meet the unmet affordable housing need inclusive of supportive services. The study is now being 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. A summary of the data gathered from this study is presented below. The rental housing unit count also includes 4,477 homeless people.



- Address Public/Private Marketplace Factors

The Charlotte Housing Authority is expanding its role in Transitional and Supportive Housing by providing more units and rental subsidies in the Charlotte community. Some of the challenges the agency is facing and will need to address over the next few years are:

- Use of funds for non-CHA working households – The agency would like to serve families 80% and below the Area Median Income, but may receive resistance from those that feel the agency should focus opportunities on families 30% and below.
- Serving the agency waiting lists - While every effort is made to cross reference lists to see if there are duplicate families being served,

depending on the population the Transitional or Supportive Housing Provider is targeting, it may be a challenge to effectively decrease the waiting lists while making units and subsidies available in the community.

- Syncing with the rules/guidelines of supportive housing service providers.
- High expectations from the Charlotte community for CHA to solve the problem.

- Determine the Appropriate Structure, Mission and Coordination

The Charlotte Housing Authority's Board of Commissioners and CEO are discussing changing the structure of the agency by 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 an 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.

- Advance Suitable Regulatory Reform

CHA will work to enhance the local regulatory environment in regards to the City of Charlotte's *Housing Locational Policy*, Housing Trust Fund, and zoning in order to reduce the difficulty housing service providers' face in developing more affordable housing units.

Fortunately, in March 2010, CHA received approval from HUD to use MTW funds outside of the Section 8 & 9 programs. With this broader use of funds authorization, CHA anticipates serving an additional 300-500 families. While this only represents a fraction of the affordable housing need in Charlotte, it is a positive step that CHA would be unable to accomplish without the authorization. Additionally, the broader use of funds flexibility will allow CHA to further its efforts to de-concentrate.

- Mobilize Adequate Resources

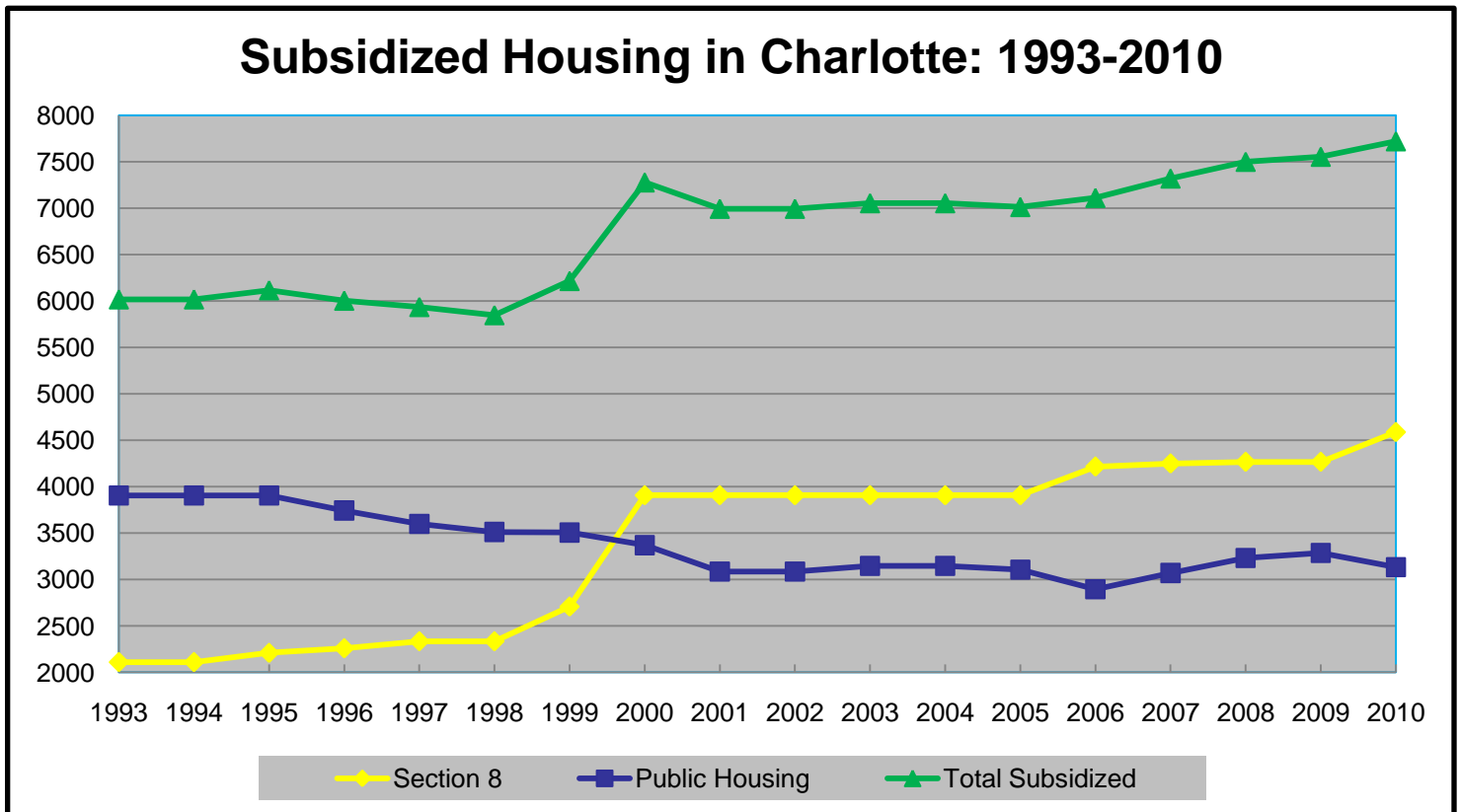
The Charlotte Housing Authority CEO is working with NC Congressional delegates and advocacy groups to develop a different source of capital for

the national housing trust fund, as well as pursue local foundations and private sector donors to create foundations for affordable housing, education, and supportive transitional housing for homeless families with school aged children.

- Execute Communication/Advocacy Strategies

The agency has formulated a Collaborative Partnership and an Advisory Council to serve as advocates for affordable housing. The Collaborative Partnership was developed to assist CHA formulate solutions that address affordable housing needs from unit development to supportive services. The Advisory Council was formed to help promote local legislative changes and gain political support for the new business plan. Both groups will assist in communicating the overall strategy to make MTW the community's initiative, not just a CHA initiative.

Below is an illustration that provides a graphic depiction of the expansion of subsidized housing in Charlotte over the past 17 years. The Charlotte Housing Authority does not foresee this need decreasing. Therefore, in planning the steps to success, collaboration, innovation, and establishing links to key community issues make up the building blocks of the agency's recommendations on how CHA should move forward to increase the number of affordable housing opportunities and drastically change the scope of the Housing Authority.



Tracking CHA's MTW Progress:

During the course of its participation in the federal Moving To Work demonstration program, CHA will track the success of the Moving Forward initiatives by measuring the outcomes of the following:

Metrics	FY08		FY09		FY10	
	PH	Section 8	Pilot Sites		Pilot Sites	
The employment rate for able-bodied heads of households and other family members*	31% (402)	43% (1547)	24%(94)		35% (106)	
The number of family members in training and/or education programs*	FSS 79 ROSS/GED 168	FSS 23	297		165	
The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families)*	\$10,055	\$11,493	\$13,890		\$12,745	
The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services	CHA was not tracking the data				\$46,494.77	
The number of children who enter post secondary education	CHA has not implemented the tracking of this benchmark item. Release forms must be obtained from households.					
The percent increase in number of CHA students that enter the Charlotte Housing Authority Scholarship Fund (CHASF)	35	41	26	36	Not available until July 2011	
The number of public housing units in mixed-income environments	740	N/A	784		806	
The distribution of housing units and housing opportunities by zip code for (a) Section 9 and (b) Project-based Section 8	28202-596 28203-699 28204-376 28205-109 28206-224 28208-437 28209-239 28210-83 28211-70	28212-79 28215-89 28216-90 28217-69 28226-49 28227-22 28262-51 28269-156	28202- 596 28203-699 28204-376 28205-109 28206-324 28208-437 28209-239 28210-119 28211-96	28212-79 28215-89 28216-90 28217-69 28226-49 28227-22 28262-51 28269-156	28202- 596 28203-699 28204-387 28205-109 28206-324 28208-437 28209-239 28210-155 28211-96	28212-79 28215-89 28216-90 28217-69 28226-49 28227-22 28262-51 28269-156

*This data is CHA wide. Data reported after FY08 tracks those participating in a Case Management Program. In FY09 & 10 only data for Victoria Square, Claremont & Boulevard Communities was reported.

V. Proposed MTW Activities: HUD approval requested

CHA does not have any proposed activity seeking HUD approval at this time. There is an activity in consideration or in development that may be submitted as a midyear amendment. At this time, the Housing Choice Voucher Program is considering implementing Residences In Select Environments (RISE). The program is being designed to encourage de-concentration by providing incentives for existing voucher holders and new admissions that are selected from the Housing Choice Voucher waiting list to lease properties in non-concentrated areas of Mecklenburg County. This proposed activity will follow the MTW guidelines for a public review period, public hearing, and submission to HUD for approval.

VI. Ongoing MTW Activities: HUD approval previously granted

SELF-SUFFICIENCY INITIATIVES

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

CHA received approval to implement **Currents of Change** in the Fiscal Year 2008-2009 Moving Forward Annual Plan.

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

Currents of Change offers job education and job training in three tiers based on participant needs. CHA is engaged in the activity through a Pilot program. There are 3 Pilot Groups. Pilot Group A - Claremont and Victoria Square receive in house case management, Pilot Group B – Boulevard Homes is under contracted case management and Pilot Group C- Leafcrest, Tarlton Hills, and Cedar Knoll is anticipated to be under contract case management in calendar year 2011. There are seven (7) metrics, baselines, and benchmarks for Pilot Groups A & B which are shown in Appendix J. Implementation with Group C has not begun yet. As of December 2010, CHA was in the process of selecting the case management agency for Group C. The Work Requirement will be effective at all sites participating in case management (See Appendix K).

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

There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA received approval to implement **Youth Services** in the Fiscal Year 2008-2009 Moving Forward Annual Plan.

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

The Youth Services initiative connects participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. There are five (5) metrics for the Youth Services

component of the Currents of Change. These are shown with Currents of Change in Appendix J.

Data sharing is a key factor in identifying students who would be most impacted by targeted services, however, CHA has not secured the appropriate release forms from all households in order for the Charlotte-Mecklenburg School (CMS) system to provide information on the student's school location and academic and attendance performance. Once this has been resolved, CHA's partnerships with CMS and Communities in Schools (CIS) will prove more effective for the youth living in a household that receives rental subsidy.

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

There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

RENT REFORM INITIATIVES

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

CHA proposed the activity, **Alternate Review Process**, in the Fiscal Year 2008 – 2009 Moving Forward Annual Plan. Implementation has been delayed. CHA anticipates beginning the activity December 2010 after software updates to accommodate the new MTW 50058 are completed.

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

When the activity is implemented, CHA will conduct bi-annual reexaminations for elderly and disabled families in both the public housing and Housing Choice Voucher programs. This is a rent reform initiative; however, it is being done for administrative efficiency because the income for the target population is typically stagnant. The schedule will require residents whose lease anniversary month is an even month (February, April, June, August, October and December) to recertify during the even years beginning winter 2010. Those residents whose anniversary month is an odd month (January, March, May, July, September, and November) will recertify in the odd years, beginning 2011. The benchmark is to reduce the approximately 2,100 recertifications of elderly and disabled to 1,100 annually.

CHA will continue to use the Enterprise Income Verification (EIV) System reports at recertification.

CHA has already begun criminal background checks at recertification for all family members 16 years of age and older.

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

There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Rent Reform and Work Requirement**, in the Fiscal Year 2009 – 2010 Moving Forward Annual Plan. As of August 2010 the activity has not begun implementation. CHA anticipates beginning the activity winter 2010 after software updates to accommodate the new MTW 50058 are completed.

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

The following is a description of the activity to be implemented for Rent Reform (***Work Requirement is reported on separately at the end of this activity***):

Recertifications

CHA has modified the formula for calculating families' total tenant payment to provide a financial incentive for participants to increase their earnings.

Interim Recertifications

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 (and will change their flat deduction eligibility) which is expected to last longer than thirty (30) days, 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

Income earned by seasonal employment will be annualized if the employee will maintain 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

All families claiming zero income will have three (3) months to establish either earned or unearned income. At the end of the three (3) month period they will be required to report to the CHA the status of their income; they will continue reporting to the Charlotte Housing Authority every three (3) months until income has been established.

Income Exclusions

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

Expense Adjustments

Traditional Medical, Disability, and Childcare deductions are eliminated. Participants need only verify enough unreimbursed expense 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

"Minimum Rent" is fifty dollars (\$50.00) for fiscal year 2009; seventy-five dollars (\$75.00) in fiscal year 2011; and one hundred dollars (\$100.00) in fiscal year 2012. The minimum rent increases will occur no sooner than 12 months from the prior minimum rent increase.

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 \$2500 range with the stepped rent being 30% of the range low end (ex: 5,000 - \$7,499 annual income band low end is $5,000/12$ (monthly)* 30% = \$125 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 70% 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. Sample rent band calculation charts are illustrated in Appendix H.³

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

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.

³ Subject to change with HUD annual Fair Market Rent update

- 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 household has experienced an increase in rent greater than \$62/month due to rent reform.

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) (no late charges accrue, no termination proceedings may begin, but at the end of the suspension, the rent is due in full);
- Set interim rent to the amount charged prior to rent reform 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

Once a participant's earnings reach 40% AML, the resident has three years (or until their income reaches 70% AML) in which to build assets based on

increased income including wages. During this incentives period, residents can build assets in their Incentive Accounts by maintaining or increasing their income including wages. See Sample Rent Band Chart Appendix H.

Disbursing Incentive Accounts

Participants can access their Incentive Accounts for any reason once they leave subsidized housing. While they remain in subsidized housing, however, account access will be limited to amounts needed to help residents overcome specific verifiable barriers to self-reliance. 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.

End of Program

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 12 months of completion they will be entitled to the full account balance; after 12 months 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:
0-12 months	100%
13-24 months	80%
25-36 months	60%
37-48 months	40 %
49-60 months	20%
61 or more months	0%

Anticipated Impact	Metric	Baseline	Benchmark FY12
Wage progression	Amount of earned wages	\$13,260	\$13,592 (2.5% increase)
Increase working households	# of working households	1,980	2,178 (10% increase)
Decrease minimum renters	Number of minimum rent households	1,486	1,337(10% decrease)

Description of activity related to the Charlotte Housing Authority Work Requirement:

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

When the program is launched at the community, all non-working residents (except the elderly and persons with disabilities) will undergo an assessment to determine the extent of any barriers to work. Clients who are prepared for work will be urged to look for work. Clients who are not prepared will be given other work participation activities to help them prepare for work, including life skills education, volunteering, and short-term vocational training. During the introductory phase of the program, no residents will be sanctioned for failure to comply with the policy. This will give residents time to address barriers to work and better understand the policy.

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

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

Work Requirement Non-Compliance Sanctions

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

Improvement Period: Participants will have a two (2) month grace period to cure non-compliance; if not cured within two (2) months, Phase I sanctions will be applied. Participants may be granted extension if they are in compliance with their written improvement plan. Participants who have a third improvement period occurrence within twenty-four (24) months of the

initial incident of probation will move directly to the Non-compliance Period of the sanctions.

Probationary Period: Participants will lose 50% of their rental assistance for up to three (3) months. If they fail to correct the non-compliance within three (3) months, Non-compliance sanctions will be applied. Participants who have a second incident of probation within twelve (12) months of the initial incident of probation will move directly to the Non-compliance Period of the sanctions.

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

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

C. *For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations.*
There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

D. *Describe if the Agency is using outside evaluators.*
CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

LOCAL, NON-TRADITIONAL INITIATIVES

In July 2010, CHA received approval to use MTW funds for families 80% and below the area median income, which may or may not be public housing (Section 9) or Section 8 families. The following are descriptions of the activities to be implemented:

A. *List activities continued from the prior plan year (s); specify the Plan Year in which the activity as first identified and implemented.*
CHA proposed the activity, **Charlotte Local Rental Subsidy Program**, in the Fiscal Year 2010 – 2011. The implementation is anticipated to begin in FY2011.

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

CHA will partner 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 via social work, intensive case management, and access to services while the family is permanently housed in a stable apartment community.

Through the use of MTW flexibility, CHA has a benchmark of 25 units for FY12. The agency would like to note that the Charlotte Housing Authority Board of Commissioners approves all commitments for Project-Based Section 8 on a case-by-case basis.

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

CHA would like to note the authorization is 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.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Acquisition of General Partnership Interest**, in the Fiscal Year 2010 – 2011. The implementation began in FY2011 as well.

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

CHA, acting through its instrumentality, Horizon Acquisition Corp ("Horizon") is under contract to acquire the General Partnership interest in the Little Rock Apartments, a 240-unit Section 8 multifamily project. 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.

Once the general partner interest for 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). The baseline for average rent paid is \$75/unit. A second benchmark is a 10% increase in average rent paid. Lastly, as of March 2010, 112 households were paying 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.

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

CHA would like to note the authorization being used is 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.

D. Describe if the Agency is using outside evaluators.

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Hampton Creste Self-Sufficiency Program**, in the Fiscal Year 2010 – 2011. The implementation began in FY2011 as well.

- B. Provide an update on the status of the activity.

The Charlotte Housing Authority will place public housing units to serve homeless families at the Hampton Creste Apartments and 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 agencies. The Hampton Creste Apartments were acquired by CHA's non-profit subsidiary, Horizon Development Properties, Inc.



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.

As of December 2010, twenty (20) families moved in with rental assistance funding awarded by the Critical Need Response Fund Task Force and other private donors. An additional ten families will move-in in January. The construction began in August 2010 and is to be completed by April 2011.

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>87% (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)

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

CHA would like to note the authorization is 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.

D. Describe if the Agency is using outside evaluators.

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Provide Gap Financing for McCreesh Place**, in the Fiscal Year 2010 – 2011. The implementation began in FY2011 as well.

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

CHA plans to use MTW funds for a loan to construct units at McCreesh Place and fund public housing rental subsidies. Specifically, the MTW flexibility will allow CHA 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 will also use 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. The plan is for the minor rehabilitation of 64 Section 9 units (of which 63 will receive Section 9 subsidies) and for the construction of 27 Project Based Section 8 units (of which 26 will receive PBS8 rental subsidies).

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

CHA would like to note the authorization being used is 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.

D. Describe if the Agency is using outside evaluators.

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Construction of Mixed-Income Units**, in the Fiscal Year 2010 – 2011. The implementation began in FY2011 as well.

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

The Lofts at Seigle Point is proposed to be the final on-site component of the Seigle Point HOPE VI redevelopment of the former Piedmont Courts. The development is proposed to be part of a broader mixed-income community. The project will include 190 units of which 80% will be 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 overall Seigle Point community has a 10,000 sq. ft. community building, 204 tax credit apartments, 31 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.

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

CHA would like to note the authorization being used is 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.

D. Describe if the Agency is using outside evaluators.

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Acquisition and Renovation of Woodlawn House**, in the Fiscal Year 2010 – 2011. The implementation began in FY2011 as well.

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

Woodlawn House is an existing 104 unit multi-family apartment project. The blighted property has been vacant for approximately 2 years. It is a 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 in an area they would normally not be able to afford. The benchmark is to establish 52 Section 9 and 52 Project Based Section 8 units. On-site supportive services with 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, resident recreation, and picnic areas.

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

CHA would like to note the authorization being used is 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.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

UNIT PRODUCTION INITIATIVES

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

CHA proposed the activity **Housing for Persons with Disabilities, Special Needs and Homeless**, in the 2008-2009 Moving Forward Annual Plan. The activity was implemented in same fiscal year.

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

The activity enables CHA to expand their role in the supportive housing community by leveraging funding and resources to social service and

supportive housing providers. This will help alleviate the existing housing burden.

In the FY11 Annual Plan, CHA received approval to allow supportive housing providers with public housing assistance to waive the lease term requirement in public housing. Eliminating a major conflict between the public housing program and best practices followed by supportive housing providers was critical in establishing more supportive housing partnerships. 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 goal is to increase housing choices by committing to 300 units through financing, new construction, or rehabilitation by 2012. In FY09, CHA added 58 units for the target population. In FY10, an additional 108 units were completed. At the time of the development of the FY12 Annual Plan, 87 units were in development.

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

There are no changes, modifications, or additions to Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity, **Increasing The Acquisition/Rehabilitation of Existing Multi-Family Properties** in Fiscal Year 2008 - 2009. The activity was implemented in the same fiscal year.

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

CHA implemented this activity because it was more cost effective and allowed the agency to add more units to inventory in a shorter period of time than new construction. In recent years, the economic downturn allowed CHA to increase unit production in higher income areas of Charlotte. In contrast, if CHA had opted to only build new, it would have severely delayed the addition of units because of construction costs.

CHA's goal is to add 100 units per year at an average cost of less than \$120,000 per unit. In FY09 CHA acquired 110 units with an average cost of \$59,863 per unit. In FY10, CHA acquired 566 units using MTW flexibility at an average cost of \$57,974 per unit. It is noted that 223 of these units did not require rehabilitation. In FY12, the units for this initiative will also be counted with the units in Local, Non-Traditional Initiatives.

Fiscal Year	Property	Units	Cost per unit
2009	Fairmarket Square	60	\$48,667
	Seneca Woods	50	\$71,059
2010	Hampton Creste	239	\$23,013
	Woodlawn House	104	\$80,384
	Mill Pond	168	\$67,500
	McMullen Woods	55	\$61,000

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

There are no changes, modifications, or additions to Attachment C authorizations.

D. Describe if the Agency is using outside evaluators.

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed and implemented the activity, **Land Acquisition for Future Use**, in the fiscal year 2008-2009 Moving Forward Annual Plan. The agency implemented the activity in the same fiscal year.

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

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

The benchmark was to acquire one site every two years which would provide a development opportunity of a minimum of 50 units. CHA has been fortunate enough to exceed the benchmark with an acquisition each year

since approval. In FY 09 CHA acquired a multi-family site that will accommodate 99 units. The site was 10 acres at \$90K/acre. In FY10 CHA acquired land to develop 120 units of senior housing. The cost for the land averages \$8,810 per unit. In FY11 CHA executed a letter of intent (LOI) with Park & Marsh, LLC (Crescent Resources) to potentially purchase property located adjacent to Savannah Woods, a CHA owned development. MTW funds would be used to purchase the property and the short term strategy would be to "land bank" the property to enhance the planned phase II development of Savanna Woods.

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

C. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations.
There are no changes in the Attachment C authorizations.

D. Describe if the Agency is using outside evaluators.
CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

A. List activities continued from the prior plan year (s); specify the Plan Year in which the activity was first identified and implemented.
CHA proposed the activity, **Develop An Affordable Housing Program with Charlotte-Mecklenburg Schools (CMS)** in the fiscal year 2008-2009 Moving Forward Annual Plan. The activity has not been implemented.

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

Fiscal Year	Property or Location
2009	Boulevard Homes HOPE VI

C. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations.
There are no changes in the Attachment C authorizations.

D. Describe if the Agency is using outside evaluators.
CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

A. List activities continued from the prior plan year (s); specify the Plan Year in which the activity was first identified and implemented.
CHA proposed and implemented the activity, **Community Based Rental Assistance** (Project Based Section 8) in the fiscal year 2008-2009 Moving Forward Annual Plan.

B. Provide an update on the status of the activity.
The Charlotte Housing Authority Board of Commissioners voted to approve Community Based Rental Assistance (CBRA) projects on a case by case basis. Therefore, there is no proposed benchmark. The following units have been approved and are in development:

Development	Number of Units
Boulevard Seniors (HOPE VI)	20
Boulevard Family (HOPE VI)	23
McCreesh Place II	26
Moore Place	51
Savanna Woods	10
Steele Creek Seniors	60
Lofts at Seigle Point	38
Woodlawn House	52
Everett House	10
Total	290

C. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations.
There are no changes in the Attachment C authorizations.

D. Describe if the Agency is using outside evaluators.
CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

INCREASE HOUSING CHOICE INITIATIVES

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

CHA proposed and implemented the activity, **Participant and Landlord Tracking (Increase Fair Market Rents)**, in the fiscal year 2007-2008 Moving Forward Annual Plan.

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

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

CHA utilized the services of the University of North Carolina at Charlotte (UNC Charlotte) to use Geographic Information Science (GIS) mapping to identify each voucher holder within the City of Charlotte/Mecklenburg County. The results indicated that 78% (3,206 of 4,268) of Section 8 voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28208, 28215, 28216, 28205, 28217, 28212, 28269, and 28213). CHA began including information on the benefits of residing in low minority/low poverty areas in the voucher briefings. CHA is also planning to increase the number of exception payment standard areas within Mecklenburg County based on initial data from HUD's Small Area FMR demonstration program. This may result in exception payment standards up to or exceeding 120% of HUD's FMR's. CHA will also engage a vendor to conduct a housing market analysis in order to determine rental unit availability in non-concentrated areas of Mecklenburg County.

CHA's benchmark is to reduce the vouchers within the 8 concentrated zip codes by 6% (200). It is noted that the % change can be impacted by the utilization rate and number of vouchers available; therefore the actual number of vouchers in the concentrated area is critical to realizing movement. In December 2010 there were 3,397 of 4,765 vouchers in the concentrated zip codes. This reflected a 71.29% concentration. Although there was a percent decrease in the concentrated areas, of the 497 additional vouchers, 191 were in the concentrated areas. Therefore, marketing for new landlords and community acceptance in the less concentrated areas must be aggressive.

CHA is developing a program titled Residences In Select Environments (RISE) to incentivize participants to select a home in a non-concentrated area of Mecklenburg County. If approved internally for implementation, the

program will be posted for public review and comment, as well as HUD approval.

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

There are no changes in the Attachment C authorizations since the FY11 Moving Forward Annual Plan.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity **Site-Based Waiting Lists for Public Housing and Project Based Section 8** in Fiscal Year 2008 – 2009. The activity implementation began in the same fiscal year.

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

CHA continues to manage the waiting lists for public housing and Project-Based Section 8 at the site level. The objective of the activity is to decrease the percentage of first offers rejected by allowing applicants to apply at the sites of their choice, rather than accept first available on a centralized waiting list. Presently CHA is waiting on software upgrades to track the number of participants who accept the first offer. CHA has not begun a process with the partners to establish tracking of site based waiting list for Project- Based Section 8. The activity is calculated on an annual basis and will be reported on in the Charlotte Housing Authority FY11 Moving Forward Annual Report.

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

There are no changes in the Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed the activity **Occupancy Training** in Fiscal Year 2007 – 2008. The activity implementation began in the same fiscal year.

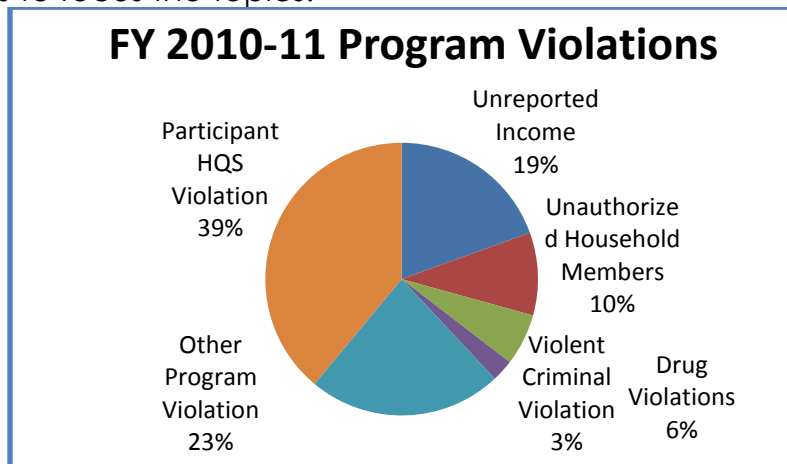
B. *Provide an update on the status of the activity.*

The Charlotte Housing Authority continues to provide a mandated “Good Neighbors” training to all applicants entering the program and for all existing participants. 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 acclimate into a neighborhood. Participants learn more about being “Good Neighbors” by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, and conflict resolution. CHA is redesigning the curriculum to include topics for the public housing residents as well. Existing and new public housing residents are expected to begin Occupancy Training in the 2011-2012 Fiscal Year.

As of December 2010, 280 participants completed the Occupancy Training. CHA’s benchmark for FY12 will be 300. CHA is conducting the Good Neighbor Training in an effort to decrease the number of lease or program violations that lead to terminations. The table below illustrates the violations and terminations as of third quarter FY 2011.

SECTION 8 VIOLATION/ TERMINATION COMPARISON				
	Baseline	FY10 Total	FY11 (as of Dec 2010)	Percent of total vouchers
Participants with Violations	385	528	652	14%
Participants Terminated /EOP	302	209	113	2%

The chart below breaks down the violation types which will help the agency identify areas to focus the topics.



C. *For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations.*
There are no changes in the Attachment C authorizations.

D. *Describe if the Agency is using outside evaluators.*
CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA was approved and implemented the **Section 8 Property Rating System** in Fiscal Year 2007 – 2008.

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

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. CHA contracted with Professional Service Industries (PSI) to conduct random exterior inspections on Section 8 properties. A rating system was developed which required all properties participating in the Section 8 Program to have an external property rating system of C or better. At the end of FY10, 99.64% of all properties evaluated have a rating of C or better.

The contract with Professional Service Industries (PSI) ended April 31, 2010. CHA is working with YARDI to input the new metrics for the Property Rating System in the Inspections module so that CHA Inspectors can conduct external inspections in-house. The process of providing rental increases based on inspection score has not been implemented.

C. *For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations.*
There are no changes in the Attachment C authorizations.

D. *Describe if the Agency is using outside evaluators.*
CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA was approved and implemented the **Resident Safety Initiative** in Fiscal Year 2009 – 2010.

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

In FY2010 the Resident Safety Department implemented a number of initiatives to decrease Part I crimes in CHA's public housing communities in order for CHA to attract and retain residents in all CHA communities. The Resident Safety department continues to provide private security at the elderly sites and one large family site. Surveillance cameras are in operation at the high rises and some family sites (560 units). Beginning in 2011 it is anticipated the surveillance cameras will be installed at all remaining targeted family sites. In FY10 there were 855 incidents. This was a 19% reduction from FY09. The initiative has a 5% annual decrease benchmark.

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

There are no changes in the Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

ACHIEVE ADMINISTRATIVE EFFICIENCIES INITIATIVES

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

CHA proposed the activity to **Amend the Section 8 Housing Assistance Payment (HAP) Agreement** in the 2008-2009 Moving Forward Annual Plan. The activity was implemented in FY2010.

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

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. CHA considers this activity completed. The benchmark for FY11 was 100% of the landlords would be enrolled in direct deposit, however, CHA realized that many of the landlords are still under old HAP contracts and cannot be required to enroll in direct deposit until a new HAP is signed. CHA has reached a 93% achievement rate and anticipates meeting the 100% as HAP contracts expire.

CHA is realizing a significant cost savings in mandating landlords participate in direct deposit. The cost of processing paper checks for 117 landlords is

estimated at \$12,953.60 per month in comparison to a cost of \$15,724 per month for the 1,576 landlords participating in direct deposit.

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

There are no changes, modifications, or additions to the Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed and received approval for the **Development of Local Design Standards** in the Fiscal Year 2008 – 2009 Moving Forward Annual Plan. The design standards were created in the fiscal year, however utilization has not begun because there were no new construction projects that received funding or started that would necessitate the guidelines being used.

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

There is no status to report on for this activity because there was no new construction projects that received funding or started that would necessitate the guidelines being used.

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

There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed and received approval for the **Adopt Investment Policies Consistent with State Law** in the Fiscal Year 2008 – 2009 Moving Forward Annual Plan. The agency has been using this policy since that time.

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

Although we are currently not earning more interest than our negotiated rate in our banking contract, overall, we have earned more by being allowed to invest in the North Carolina Capital Management Trust (NCCMT). In previous reports CHA noted more than \$11,000 was earned on our investments than we would have had under the standard HUD investment policy. The table below is an example that the rates for the NCCMT are starting to come back up along with the market.

	Bank Rate	NCCMT Rate	Earnings Differential
April 2010	0.25%	0.11%	\$ (115.87)
May 2010	0.25%	0.15%	\$ (42.42)
June 2010	0.25%	0.17%	\$ (9.21)
July 2010	0.18%	0.20%	\$ 53.00
August 2010	0.18%	0.20%	\$ 47.34
September 2010	0.18%	0.16%	\$ (29.79)
October 2010	0.18%	0.14%	\$ (61.86)

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

There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

D. Describe if the Agency is using outside evaluators.

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

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

CHA proposed and received approval for the **Modify Section 8 Inspection Procedures** in the Fiscal Year 2008 – 2009 Moving Forward Annual Plan and implemented the procedure the same year.

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

CHA received approval from HUD to waive the requirement for an initial Housing Quality Standard (HQS) inspection on newly constructed Project-Based 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.

As of July 2010 the agency utilized this process on 46 of 57 units (80%) and saved \$2,300 on inspections. The agency will continue with this activity.

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

There are no changes, modifications, or additions to the previously cited Attachment C authorizations.

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

CHA is using an outside evaluator for the Moving Forward Initiative. This is reported in the Administrative section.

VII. Sources and Uses of Funding

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

This information is provided in Appendix C.

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

This information is provided in Appendix D.

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

This information is provided in Appendix C

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

This item is not applicable to Charlotte Housing Authority.

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

This information is provided in Appendix C.

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

Charlotte Housing Authority opts out of listing the reserve balances.

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

VIII. Administrative

Resident Participation

The Charlotte Housing Authority held several Customer Annual Planning Sessions to discuss the development and content of the FY12 Annual Plan. The customer feedback and staff responses to these suggestions/comments can be found in Appendix B, in addition to the public hearing documentation.



Acquisition of Central Administrative Office

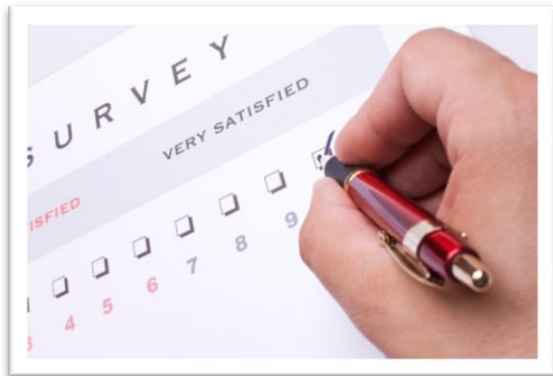
CHA plans to acquire a new central administrative office building either by purchase of an existing structure or construction of a new facility. Currently, CHA has multiple administrative locations at 1301 South Blvd., & 2600 Youngblood Street which are a part of the Central Office Cost Center (COCC) and at 135 Scaleybark Road in a leased building. Additional staff is located at 316 Benjamin Street & West 10th Street in buildings that are a part of the Asset Management Projects (AMPs). These buildings are spread across the City of Charlotte and contribute to administrative inefficiencies, as well as customer service challenges. Customers will find it convenient and less confusing to address their requests at one location. Relocating to a central administrative office will provide cost efficiencies and save time for both staff and customers.

Combining all administrative staff in one building will create a more effective management environment. This action is available to both MTW and non-MTW agencies with the inclusion of the action in the annual plan.

Signed Resolution

The signed resolution is included as Appendix A.

Agency-directed evaluations of the demonstration



In 2009 the CHA contracted with the Center for Urban and Regional Studies at UNC-Chapel Hill to conduct a long-term, process, outcome and impact evaluation of its Moving Forward program. As part of this work, the Center has been collecting baseline data on the tenants including survey data on employment, housing, and neighborhood conditions, mental and physical health, and school performance among children and teens.

The full evaluation began in 2009 and is expected to go on through 2018, the authorized term of the CHA's Moving Forward program. The process evaluation focuses on the development and implementation of the various components of the Moving Forward program. In addition to the resident satisfaction survey data, it primarily relies on data entered into the Yardi software system, key informant interviews with CHA staff and board members as well as staff members from social service agencies involved in providing employment related services. In FY12 the evaluation will report on outcome measures for the resident satisfaction survey, implementation of an exit survey to track location of persons exiting CHA properties, and documentation of the program implementation process.