



FISCAL YEAR 2013-2014 MOVING FORWARD
ANNUAL PLAN



Charlotte Housing Authority
Building Community, People & Partnerships

Revised 05/06/2013

Housing Authority of the City of Charlotte Board of Commissioners

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VISION

Creating Community, Empowering Families and Building Partnerships

MISSION

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

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Introduction



INTRODUCTION

The Charlotte Housing Authority is one of 35 housing agencies across the nation participating in the Moving To Work (MTW) demonstration program authorized by Congress. CHA began full participation in December 2007 and has an executed agreement that expires in March 2018. The purpose of the demonstration program is to implement innovative strategies, using waivers and flexibilities not granted to non-MTW agencies, to (1) achieve administrative efficiencies and cost savings, (2) give families with children incentives to work and become self-sufficient, and (3) expand housing choices for low-income families and individuals. Participation in the demonstration program also allows agencies to combine federal funding received for public housing capital funds, public housing operating funds, and Housing Choice Vouchers in order to use them for HUD-approved activities, as opposed to their specific purposes.

CHA has branded its local MTW demonstration program Moving Forward. The initiative has been promoted in the Charlotte area to communicate the importance of affordable housing for the low-income families CHA serves, as well as emphasize the need for affordable housing to be seen as a community issue, not just a CHA issue. Moving Forward symbolizes the change the agency would like to see regarding unfair perceptions about participants in the public housing and Housing Choice Voucher program, as well as the success families can achieve if stable housing was not an issue.

CHA has used the MTW flexibilities to design and implement activities whose impact and outcomes can be documented to share with Congress the need for MTW to be expanded to all housing authorities. Examples of these activities include:

- partner to create housing to serve special needs populations such as the homeless and disabled;
- implement rent reform initiatives, as well as site-based waiting lists;
- provide supportive services for able-bodied individuals and their children;



The Agency goals continue to focus on:

- Preserve/rehabilitate existing units
- Develop new affordable units
- Move current participants to self-sufficiency
- Use fungibility under MTW to support expenditures outside of public housing and the Housing Choice Voucher program
- Research available grants and alternative funding sources to increase CHA's financial resources
- Increase the number of persons and businesses enrolled in the Section 3 program
- Increase awareness of the positive role the Housing Choice Voucher program plays within the Charlotte community

As part of the FY2014 Moving Forward Annual Plan development, CHA held a Customer Annual Planning Session. In addition, MTW staff attended resident meetings, met with the Resident Advisory Council (RAC), the Housing Choice Voucher program Participant Advisory Committee (PAC) and held a 45-day public comment period.

Over the past 5 years and continuing through 2018, CHA has tracked the success of the Moving Forward initiatives by measuring the following metrics:

- The employment rate for able-bodied heads of households and other family members receiving Moving Forward Supportive Services
- The number of family members in training and/or education programs receiving Moving Forward Supportive Services
- The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families) receiving Moving Forward Supportive Services
- The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services
- The number of children who enter post secondary education
- The percent increase in number of CHA students receiving benefits from the Charlotte Housing Authority Scholarship Fund (CHASF)
- The number of public housing units in mixed-income environments
- The distribution of public housing and project-based vouchers by zip code (de-concentration)



Charlotte Housing Authority also has a number of activities underway that utilize single fund budget with full flexibility (flexibility to allocate federal resources where most needed). The following items use MTW funds, but do not require a waiver for implementation:

➤ **400 East Boulevard** - The Charlotte Housing Authority purchased the office building located at 400 East Boulevard to consolidate four separate office locations in an effort to accommodate our customers and operate with greater efficiencies. Consolidation of all four locations into a single, main office was identified several years ago as a key component in providing excellent service to all CHA customers and increasing the level of operational efficiencies.

The first offices relocated in October 2012 and included the Housing Choice Voucher staff offices located at 135 Scaleybark and the Client Services staff offices from 316 Benjamin Street. The remaining offices, 1301 South Boulevard containing the Administrative staff and 2600 Youngblood containing the Operations staff, relocated in December 2012.

➤ **Hall House** - Over the past few years Hall House has undergone several changes with regards to its use, ranging from a proposed sale and homeless shelter to temporary

housing for existing public housing residents. Hall House, developed in 1940, was placed on the National Register of Historic Places in August 2011 as a result of the HUD Section 106 Historic Preservation Review Process. Moreover, Hall House is subject to the limits placed on the Section 9 program by the Capital Fund Finance Program (CFFP) Bond Covenants and governed by the Faircloth Amendment. By January 2013 Hall House will experience yet another change when it becomes vacant and CHA will realize a loss of its Project Expense Level (PEL) funding, as well as its Capital Funds and Management Fees to the Central Office Cost Center (COCC).

In forecasting the substantial loss of revenue that is expected early next year, staff assembled a cross functional team to identify solutions for the long-term future use of Hall House. CHA has elected to maintain Hall House as 100% Section 9 development and complete renovations. The North Carolina Housing Finance Agency, local and state historic preservation officials, tax credit investors and accountants, and a developer with historic tax credit experience were consulted to vet this concept. This option was also explored further to include extensive rehabilitation utilizing Historic Tax Credits, Federal and State Tax Credits, and other capital improvement resources. Based on the information gathered from industry experts, a feasibility analysis was completed using the aforementioned resources and determined to be feasible.

The project will have several points of vulnerability within the process with key points of risk including the following; 1) the tax credit application may not be funded; 2) the rehabilitation scope and costs may increase in the review process by the National Parks Service; 3) the Designated Housing Plan approval from HUD is required; 4) HUD approval from the Special Application Center (SAC) is needed and may cause schedule delays and 5) the state historic tax credit is due to sunset in January 2015. If legislation is not extended, a funding gap will be created and must be addressed to advance the project.

In early 2013, CHA will use the 191 unit Hall House as temporary housing for Edwin Towers which is scheduled to undergo extensive renovations under the Capital Asset Program. As a result of these renovations, time will be available, due to Edwin's "modernization" status, to continue the planning process of Hall House and pursue tax credit financing. By combining our resources and revising the Edwin Tower schedule all of the necessary work can take place under a single comprehensive contract. Moreover, by undertaking the planned renovations at Edwin Towers at one time as opposed to over time, construction savings will be realized which will help defray the cost for relocation. This proposed activity is scheduled to take approximately 9 months for completion which is sufficient time to apply for tax credits and complete other due diligence activities.

- **Edwin Towers** - A 12-story 174 unit community will undergo comprehensive interior and exterior renovations beginning in FY2013. These renovations will deploy both energy savings measures as well as green initiatives, such as LEED certification. Capital funding for the proposed renovations will be provided through the agency's MTW program.

- ▼ **The Renaissance** - The Charlotte Housing Authority (CHA) was awarded a \$20.9 million FY 2009 HOPE VI Grant for the revitalization of the former Boulevard Homes community in the summer of 2010. The Revitalization Plan is based on collaboration with neighboring institutions, with an emphasis on early childhood development. The onsite redevelopment creates an educational village and includes both senior residential and multifamily communities in addition to a Child Development Center, Community Center and new K-8 charter school. HUD’s funding award followed an extensive two-year planning process with residents, educational institutions, City and County agencies, community groups and non-profit and civic organizations committed to changing the former Boulevard Homes neighborhood and the West Boulevard corridor into a vibrant, education-centered, mixed-income community.



With input and guidance from former Boulevard Homes residents and the West Boulevard community, CHA has selected a new name for the Boulevard Homes site. It will be called *The Renaissance*, with the seniors’ building named *The Retreat at Renaissance*, and the family housing component named *The Residences at Renaissance*. The new name is particularly appropriate in light of the educational renaissance that the Authority intends to spark through the establishment of a strong, “cradle-to-career” educational pipeline.

CHA’s HOPE VI program includes the construction or rehabilitation of 959 units of housing on and off site. The Plan called for relocation of all residents and demolition of all structures on-site. The onsite revitalization program will create an education-centered community with 334 new residential units. The program connects the new site with existing neighborhood institutions and the cradle to career continuum is designed to connect residents at all stages of learning. This revitalization will anchor the emergence of the entire corridor, creating a gateway from the airport and other significant westside investments to uptown Charlotte.

Development plans include the following unit distributions:

- **334 rental units (317 affordable) on-site**
- **625 rental units (474 affordable) at five off-site locations**
- **Varying unit types including 110 units for seniors and 224 units for families on-site and 162 units for seniors and 463 units for families in various off-site locations**

The onsite redevelopment plan will fulfill the requirements of two green rating programs: LEED ND 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 with the Southview Recreation Center, encouraging connectivity and outdoor recreation.

Onsite Developer

Through a competitive procurement process, CHA selected Laurel Street Residential, an experienced multifamily affordable housing developer to act as its Development Partner for the development of the on-site residential phases.

Timeline for Construction Start

Abatement and Demo	Completed
Onsite Infrastructure	Summer 2012
Seniors	Summer 2012
Families	Winter 2013

HOPE VI Relocation Requirements

CHA has a strong record of commitment and support to make resident relocation a sensitive and choice-based process that allows residents to make informed choices about their housing needs. This approach also enhances the opportunity for housing diversity particularly as it relates to private housing under the Section 8 Program. Residents were able to select new accommodations from the CHA inventory of public housing communities or to participate in the Section 8 Housing Choice Voucher Program and rent privately owned rental units throughout the Charlotte metropolitan area.

Prior to the HOPE VI grant period, CHA contracted with Children’s Home Society of NC to provide case management services for all residents. Additionally, CHA entered into an innovative partnership with City Dive, Inc., a non-profit, faith-based organization to provide pre-relocation training and post-relocation mentoring for all families of Boulevard Homes. The pre-relocation training consisted of a series of four (4) classes which focused on preparing the families for the move. The post-relocation mentoring helped the families with the transition. Relocation was completed in two phases. As part of the return criteria, all former Boulevard Homes residents, who meet eligibility requirements, will be given priority to return to The Renaissance.

HOPE VI Community and Supportive Services (CSS)

The Renaissance CSS program is centered around three (3) dynamic elements that will work in concert to help break the cycle of intergenerational poverty: (1) Universal Employment Requirement for all able bodied heads of household consistent with the agency-wide “*Moving Forward*” initiative, (2) the Education Campus providing learning opportunities for all, and (3) Intensive HOPE VI Case Management.

EDUCATIONAL COMPONENT

In fall 2011, the CHA Board of Commissioners formally undertook the pre-planning process by engaging outside consulting assistance to work in partnership with the CHA Real Estate Development staff to assist in the creation of a K-8 elementary school at the Boulevard Homes HOPE VI site. An Advisory Council was convened, comprising of a cross-section of community stakeholders including subject matter experts in education and early child development; West Boulevard community leaders; residents of the Arbor Glen

community, Little Rock Apartments, and the former Boulevard Homes; City of Charlotte; the business community; CHA Commissioners; and the faith community. The charge to the Advisory Council was to weigh and deliberate existing evidence regarding the critical success factors that will likely influence the ultimate success of both the proposed educational model, as well as the ultimate community revitalization that is the desired long-term impact of the Boulevard Homes/HOPE VI (BH/H6) initiative.

The Advisory Council met from February through May 2012 to review relevant data about the needs and existing resources in the community, to evaluate other educational models (successful and unsuccessful), to learn of best practices in educating economically disadvantaged students, and to weigh the available options for the creation of a K-8 elementary school on the planned site. Additionally, the Council traveled to Atlanta to tour the Villages at East Lake and Drew Charter School, on which the educational pipeline to be created at the revitalized site is modeled. At the conclusion of their work, the Advisory Council presented a set of recommendations to the CHA Board of Commissioners in preparation for the initiation of a formal planning phase. It was decided to construct a K-8 charter school on-site.

➤ **Strawn Cottages** - The Charlotte Housing Authority has identified the Strawn site located at 1301 South Boulevard, Charlotte, NC 28203 as a candidate for demolition and disposition. This 16.2 acre property contains CHA administrative offices, an activity center and residential cottages that have been identified as obsolete and is underutilized. A cost effective approach to correcting the deficiencies is not readily available and redeveloping the site supports the long term viability of the site and supports CHA's goals as stated in its Moving Forward Annual Plan.

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

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

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

CHA intends to submit for Special Application Center (SAC) approval, in accordance with CFR 24, Part 970, in the near future. The SAC application will be for demolition and disposition of parts of the Strawn site. The demolition portion will be to tear down the

Strawn Cottage units, the Strawn Activity Center and the Administration Building to allow the installation of the new infrastructure. The disposition portion will be to sell parts of the site to support the redevelopment of the site meeting stated CHA goals of the Moving Forward Annual Plan. The SAC action will be considered by resident organizations for the development, as well as CHA wide and the CHA Board of Commissioners.

This activity meets the MTW statutory objective to increase housing choices for low income families and individuals. This action is available to both MTW and non-MTW agencies with the inclusion of the action in the annual plan.

➤ **Strawn Tower Renovation**– Built in 1970, Strawn Tower is located at 1225 S. Caldwell Street, on the Charlotte Housing Authority corporate campus on South Boulevard in the historic Dilworth Neighborhood. Strawn Tower is within walking distance of two light-rail stations (Bland & Carson) and the neighborhood offers an extensive variety of retail amenities.



CHA is renovating the Strawn Tower into a 170-unit community for elderly residents. The 100% affordable upgraded community will serve elderly residents at or below 60% of AMI and will consist of:

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

CHA is investing more than \$20M in partnership with North Carolina Housing Finance Agency (NCHFA), City of Charlotte - Housing Trust Fund (HTF) and HUD's Capital Fund Financing Program (CFFP). Construction began in January of 2012.

The renovation includes an abundance of amenity space including a new outdoor seating area, multi-purpose room, resident computer center, a fitness center, lounge, library, and salon. It also will include on-site supportive services office space and offices for other nonprofit and government service providers. CHA is pursuing USGBC LEED Silver Certification. CHA will commit itself to ecologically safe building practices and amenities designed for the comfort of residents living there. Green/sustainable elements include:

- Energy Star Appliances
- Energy Efficient Windows
- Energy Star compact fluorescent bulbs
- Low-flow toilets and showerheads
- Infrastructure (maintaining 75% of existing walls, floors & roof)
- Construction activity pollution prevention
- Low-emitting materials, adhesives & sealants

- Remote control lighting
- Water efficient landscaping
- 75% Recyclable Waste Content

This \$20 million project is creating 380-400 construction jobs. CHA's Section 3 program will focus its efforts on creating 30% of jobs for new hires for CHA residents.

➤ **Parktowne** - Parktowne Terrace is located on Fairview Road in the SouthPark area, a thriving retail, residential and commercial area that includes SouthPark Mall, restaurants, hotels, medical facilities, banks, and upscale living for both single family and multi-family.



CHA is renovating Parktowne Terrace into a 163-unit community for elderly residents. The 100% affordable upgraded community will serve elderly residents at or below 60% of AMI and consist of 130 studio/efficiency units and 33 one-bedroom units. CHA invested over \$20 million in partnership with The Richman Group, Wells Fargo, RBC Capital Markets, North Carolina Housing Finance Agency (NCHFA), City of Charlotte - Energy Efficiency and Conservation Block Grant (EECBG) and HUD's Capital Fund Financing Program (CFFP).

Construction started in the final quarter of FY2012. The renovation includes a new outdoor seating area, multi-purpose room, resident computer center, a fitness center, and lounge.

CHA is pursuing USGBC LEED Silver Certification. CHA will commit itself to ecologically safe building practices and amenities designed for the comfort of residents living there. Green/sustainable elements include:

- Energy Star Appliances
- Energy Efficient Windows
- Energy Star compact fluorescent bulbs
- Low-flow toilets and showerheads
- Infrastructure (maintaining 75% of existing walls, floors & roof)
- Construction activity pollution prevention
- Low-emitting materials, adhesives & sealants
- Remote control lighting
- Water efficient landscaping
- 75% Recyclable Waste Content

Shiel Sexton McFarland Corbit, construction manager of the renovation, expects the \$20M project will create 380-400 construction jobs. CHA will focus its efforts on creating 30% of jobs for new hires for CHA residents.

- Charlottetown Terrace - Charlottetown Terrace, designated for disabled adults, has been awarded LEED Gold Certification established by the U.S. Green Building Council (USGBC) and verified by the Green Building Certification Institute (GBCI). LEED is the nation's preeminent program for the design, construction, and operation of high performance buildings.



The project goal for Charlottetown Terrace was “to create a sustainable and service-enriched environment to improve the quality of life for Charlottetown residents.” Charlottetown renovations were completed in December 2011.

“The Charlotte Housing Authority is committed to improving the lives of our residents and using funds to realize cost savings as trustees of the taxpayers’ dollars. Charlottetown Terrace will achieve both by providing residents an amenity rich environment that uses green energy savings strategies that will conserve valuable resources and funds,” comments Joel Ford, Chairman of the Charlotte Housing Authority Board of Directors.

With this LEED Certification, Charlottetown Terrace has accomplished a number of firsts such as the first LEED Gold for a 100% public housing high-rise in the nation, first LEED certified residential high-rise in North Carolina, and the first certified LEED Gold project for CHA. In addition, Charlottetown Terrace was awarded “Community of the Year” by Multi-Housing News (MHN).

Renovation Overview:

The Charlottetown Terrace renovation now contains 161 affordable units in an eleven-story residential high-rise originally built in 1977. Located between two public parks in Charlotte, North Carolina, the community is 100% public housing and designated for residents with disabilities. The completely modernized community has new residential units including kitchens, bathroom and living areas along with new common and amenity areas. The first and eleventh floors were converted into amenity areas and offices to accommodate and provide supportive services to the residents.

The development was awarded \$6.2 million in stimulus funds from the U.S. Department of Housing and Urban Development (HUD) for the pursuit of creating a “green community”. The project was also awarded a \$1 million grant from the City of Charlotte’s Housing Trust Fund. An additional investment of \$5.66 million was infused by CHA for a total development cost of \$12.86 million.

Charlottetown Terrace achieved LEED Gold certification for energy use, lighting, water and material use as well as incorporating a variety of other sustainable strategies. By using less energy and water, a LEED certified building saves money for families, businesses, and tax payers; reduces greenhouse gas emissions; and contributes to a healthier environment

for residents, workers, and the larger community. “Charlottetown Terrace’s LEED certification demonstrates tremendous green building leadership” said Rick Fedrizzi, President, CEO & Founding Chair, US Green Building Council. “The urgency of USGBC’s mission has challenged the industry to move faster and reach further than ever before, and Charlottetown Terrace serves as a prime example with just how much we can accomplish.”

The LEED Gold certification of Charlottetown Terrace was based on a number of green design and construction features that positively impact the project itself and the broader community. These features include:

- Non-smoking community
- Ongoing green education for residents
- Energy efficient windows
- Energy star appliances
- Energy star compact fluorescent lights (CFL)
- Low-flow toilets, bath aerators, kitchen aerators and shower heads
- Occupancy sensor/daylight harvesting lighting in the common area
- High-efficiency variable refrigerant flow (VRF) heat pumps throughout the building
- Low-emitting paints, adhesives, and sealants
- Building products containing high-recycled content
- Solar reflecting TPO roof
- Parking lot asphalt “reclaimed” and resurfaced at the site
- Resilient floor tiles and carpet tiles containing high recycled content
- 75% of interior walls preserved and refinished to minimize construction waste
- The maintenance staff only using “green cleaning products”

The energy consultant has estimated a total savings of 642,268 kWh/year and 2,313,867 gallons of water resulting in a 37.2% overall consumption improvement. The energy savings in the construction and the operation of this building include:

- 48% reduction in water usage
- 33% reduction in energy usage
- 80% recycled waste content
- 27% recycled construction/finish materials

 **With Every Heartbeat is Life-** CHA has participated in the With Every Heartbeat is Life (WEHIL) initiative since 2010. Both public housing residents and Housing Choice Voucher participants have been trained as community health workers (CHWs), using a curriculum developed by the National Heart, Lung and Blood Institute. These dedicated CHWs recruit class participants and deliver a highly-successful program about preventing heart-related issues in a supportive, creative, and energetic classroom environment.



As of August 2012, 180 residents of the Charlotte Housing Authority have graduated the With Every Heartbeat Is Life (WEHIL) program. The program continues to grow and educate CHA residents about being health conscious, recognizing signs of heart attack and stroke. Currently, the program is hosting classes at the following sites; Carole Hoefner Center, Charlottetown Terrace, and the Children and Family Services Center. Hosting 3 classes at one time is truly a milestone for the

program! Graduates of the program continue to report successes of weight loss, increased physical exercise, and an increased awareness of the foods they eat. Currently, there are six (6) Community Health Workers. The Community Health Workers have a vision to teach as many residents as possible! The Community Health Workers are also excited about being featured in the monthly CHA Resident newsletter; they contribute health tips and health related articles.

C.W. Williams Community Health Center, Inc. remains an avid supporter of the mission of the WEHIL program. The Center provides a qualified medical staff person who attends a minimum of five of the 11 WEHIL sessions. C.W. Williams is a federally-qualified health center that also serves as a medical home to CHA residents who seek treatment at their facility.

Additionally, CHA maintains a Memorandum of Understanding with N' Shape w 'N Fitness and Image Studio to educate WEHIL participants about the benefits of aerobic exercise. The class teaches the importance of exercise and impacts of increased stamina, physical endurance, benefits of increasing lung and heart capacity, decreased development of heart disease, and other health maladies. N'Shape provides one, 30 minute aerobic class for WEHIL participants every 11 weeks. Participants report they thoroughly enjoy the activity.

The With Every Heartbeat Is Life program has a community garden! The objectives of the garden are to educate residents about how to live and eat healthy and develop a system where residents have access to healthy eating. The community garden is located in First Ward. As a team, WEHIL Community Health Workers maintain the garden of lettuce, radishes, carrots, bell peppers, collards, and cabbages.

General Housing Authority Information



GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. Housing Stock Information

Public Housing Units (Available for Lease April 1, 2013 – March 31, 2014)										
				0BR	1BR	2BR	3BR	4BR	5BR	Total
Total Mixed-Income Developments				63	369	423	262	18	1	1,136
Total Public Housing Developments				589	574	447	396	114	8	2,128
<i>Total PH Units Available for Lease on April 1, 2013</i>				652	943	870	658	132	9	3,264
<i>There are 41 units offline</i>										
Additions during FY2014					70					70
<i>Total PH Units Planned at FYE March 31, 2014</i>				652	1,013	870	658	132	9	3,334
Description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year): There are no planned capital expenditures by development that will exceed this amount.										
Public Housing Units Planned to be Added During the Year										
Property	Type	Accessible Features	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total PH units added
Boulevard Seniors	Senior	ADA Compliant	110		70					70
Public Housing Units Planned to be Removed										
Property	Type	Justification	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total
None										

Housing Choice Vouchers	
Number of MTW HCV authorized	4,457
Number of non-MTW HCV authorized	461 185 Veterans Affairs Supportive Housing (VASH); 200 Family Unification Program (FUP); 26 Strawn Relocation**
	50 Port Out

**CHA was issued 18 Strawn Relocation vouchers April 2012 and 8 in July 2012. The Strawn relocation vouchers are tenant protected for the first year. They will be MTW vouchers beginning FY14.

Housing Choice Voucher Units to be Project-Based April 2013 – March 2014

Property	Type	Total Units in Developments	HCV Units to be Project-Based During FY2014					Total
			1BR	2BR	3BR	4BR	5BR	
940 Brevard	Senior/Mixed Affordable	100	60					60
Ashley Square at SouthPark	Family/Mixed Affordable	176	4	10				14
McAden Park (Seigle 60)	Family/Mixed Affordable	60	3	18	9			30
Mill Pond	Family/Mixed Affordable	168		23	28			51
Prosperity Creek	Family/Mixed Affordable	168	72	12				84
Retreat @ Renaissance	Senior/Mixed Affordable	110	20					20
Seigle Point Apartment Homes	Family/Mixed Affordable	204	3	13	2			18
Springcroft @ Ashley Park / Live Oak Seniors	Senior/Mixed Affordable	50	18					18
YWCA Families Together	Supportive	10			6	3		9
Cherry Gardens	Senior/Mixed Affordable	42	11					11
McCreesh Place	Supportive	91	25					25
Woodlawn House	Senior	104	34	18				52
Moore Place	Supportive	85	51					51
Steele Creek Seniors	Senior	120	42	18				60
Everett House	Supportive	10	10					10
Total Project-Based HCV Units planned for FY2014			353	112	45	3	0	513

B. Leasing Information

<i>Leasing Information, Planned – this information is estimated and may be subject to change during the Plan year.</i>	
Anticipated total number of MTW PH units leased in Plan year	3,376
Anticipate total number of non-MTW PH units leased in Plan year	CHA does not have any non-MTW PH units.
Anticipated total number of MTW HCV units leased in Plan year	4,393
Anticipated total number of non-MTW HCV units leased in Plan year	431
Description of any anticipated issues relating to any potential difficulties in leasing units (HCV or PH)	There are no problems anticipated for leasing public housing units or Housing Choice Vouchers in FY2014
Number of project-based vouchers in use at the start of the Plan year.	There will be 493 project-based vouchers in use at the start of the Plan year.

C. Waiting List Information

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

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

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

The public housing program currently has open waiting lists for several properties. The waiting lists are opened and closed (by site or bedroom) depending on the length of the list as a result of the monthly reviews. Waiting lists are reviewed quarterly by site and bedroom. As of August 10, 2012, there were 4,598 applicants on the waiting lists. The greatest need in public housing is for 2 bedroom family units.

	0br	1br	2br	3br	4br	5br
Private Management sites	6	646	723	454	39	0
CHA Management sites	404	331	1111	724	155	5
TOTAL	410	977	1834	1178	194	5

CHA anticipates opening the HCV waiting list at the beginning of FY2014. On August 10, 2012 there were 1,647 applicants on the Housing Choice Voucher program waiting list.

Non-MTW Related Housing Authority Information



NON-MTW RELATED HOUSING AUTHORITY INFORMATION (OPTIONAL)



SECTION 3

CHA is committed to helping the residents of its communities move towards self-sufficiency by providing opportunities for training and employment. CHA provides employment opportunities by encouraging its many contractors to hire qualified residents of CHA communities, connecting residents to job training and placement activities, and providing program coordination that facilitates economic opportunities to residents. During FY12, one hundred twenty-one (121) new jobs were created as a result of CHA endeavors and sixty-seven (67) or 55% of those were Section 3 residents.

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

CHOICE NEIGHBORHOOD GRANT

CHA Real Estate Development and grant writing staff have begun investigating the feasibility of submitting a FY14 Choice Neighborhoods Implementation grant for the Tarlton Hills/Biddleville development/neighborhood. There have been preliminary conversations with the city and other key partners and work should begin on a Comprehensive Neighborhood Transformation Plan once documentation is secured that the development meets the HUD standard for severe distress.

BOND ISSUANCE

One of the CHA's historical lines of business is to serve as a conduit issuer of tax-exempt bonds for applicants that wish to build or acquire and rehabilitate affordable residential units. The CHA, along with the City of Charlotte and Mecklenburg County, are the only organizations that can serve as conduit issuers for these bonds in Mecklenburg County. As the bond issuer, the CHA will earn fees at the time of application, at bond issuance, and annually until the bonds are retired.

In July of 2012, staff received an application from The Community Builders, Inc. (TCB) to be the conduit issuer of bonds in the amount of \$8,350,000 for the rehabilitation of Mecklenburg Mill Apartments. The property is located in North Charlotte in "NODA" near the corner of Davidson Street and 37th Street. The project will consist of 48 units. TCB or an affiliate will serve as the developer and as the general partner in the ownership structure.

The project will have 10% of the units serving 50% or less of Area Median Income (AMI) and the remaining 90% of the units serving 60% or less of AMI.

Approval of this Inducement Resolution will allow TCB to continue the bond issuance process for this project. The project will be submitted and underwritten by the NCHFA agency to receive an allocation of tax exempt bonds. Bank of America plans to provide the debt and equity financing for the project. CHA would not: be involved on the development team; have an ownership interest; or lend any funds for the project.

TREES CHARLOTTE

The City of Charlotte's Landscape Management Division has partnered with Trees Charlotte to implement a tree planting program for Southside Homes and Little Rock Apartments. The first phase of planting will consist of the larger trees in the City owned right-of-ways followed with ornamental trees on CHA's properties.

The Charlotte City Council has given the City's staff the task to look at the entire City's tree canopy and plant trees to enhance the existing tree landscape. The City contacted CHA staff to identify areas within the CHA portfolio that would benefit from additional canopy trees as well as ornamental trees. CHA staff identified two properties: Southside Homes and Little Rock Apartments which is adjacent to the future redeveloped HOPE VI site The Renaissance.

The City will provide all the materials and labor for this project through a grant from the Foundation of the Carolinas.

NAHRO AWARDS



The Charlotte Housing Authority accepted three NAHRO (The National Association of Housing and Redevelopment Officials) Awards of Merit at the 2012 NAHRO Summer Conference entitled "Creating Possibilities Because Neighbors & Neighborhoods Matter" in San Francisco CA July 29, 2012

The first Award of Merit was for the CHA Section 3 program which ensures employment and other economic opportunities for low- and very low-income persons living in subsidized housing. In a concerted effort to help CHA family heads of household achieve self-sufficiency, CHA redesigned the Section 3 effort into a highly successful program using an aggressive 12 step process. The CHA Section 3 Program now boasts a 44% Section 3 hire rate for new jobs created over 24 months with funding from HUD. In addition, this program redesign has resulted in the awarding of more than \$26 million in contracts to Section 3 business concerns in a 24-month period. Board leadership, staff dedication and redesigned procurement and contract negotiation procedures are the primary factors contributing to Section 3 results that routinely exceed HUD's 10% subcontracting goal.

The second Award of Merit was for the innovative Center for Employment Services partnership. Using the flexibility provided by our participation in HUD's Moving to Work Demonstration program, the Charlotte Housing Authority has begun incrementally to impose a work requirement on all non-elderly, able-bodied heads of household. To provide work support services to our residents seeking to enter the workforce, CHA partnered with four area non-profits to open the Center for Employment Services in a vacant four-plex in a development located in a neighborhood known for its high poverty. Since opening in January of 2011, 751 adults have been served and 60% of the program graduates have found employment, including 19 CHA residents.

The third Award of Merit was for the merger of two HUD programs in one development. In working with a local non-profit to expand their ability to offer supportive housing for homeless and disabled men, the Charlotte Housing Authority encountered conflicting standards between two HUD programs: the Supportive Housing Program (SHP) (which is under the Community Planning and Development Division) and the Section 9 (public housing) program regulations. Using its MTW flexibility, and involving both the Charlotte Mayor and the HUD Assistant Secretary, CHA received waivers and modifications to existing HUD regulations that allowed both funding streams to operate in one development, thus increasing the tools local public housing authorities have to combat homelessness.

Long-Term Plan



LONG-TERM MTW PLAN (OPTIONAL)

CHA has hired A. Fulton Meachem, Jr. as the CEO. In consideration of the CEO's leadership and direction, CHA's long-term plan may be changed in the near future. In addition, due to the remaining 5 years left in the MTW Agreement, CHA is focused on sustainability and what activities will need to be phased out if Congress does not extend the Demonstration program. The long-term plan presently is doing more with less in a more challenged fiscal climate. Fortunately, the ability to deregulate our federal funds offers CHA greater flexibility in allocating dollars where needed for the agency to serve more people. There are several areas CHA is looking to manage the benefits of MTW in the long term future.

Administering Smarter Housing Assistance

CHA has been a strong and supportive partner for agencies developing supportive housing. In the past, CHA has been very generous in the issuance of Project Based vouchers (PBV) to supportive housing agencies in order to leverage development activities. Unfortunately the agency will have to provide less Project Based vouchers to partners in the future to enable fulfillment of current commitments and enable the Housing Choice Voucher wait list to move (the waitlist has been stagnant the last 3 years due to PBV commitments). The agency recognizes that subsidy only programs, such as the Charlotte Local Subsidy Program, alleviates building expenses and property management fees and this is a direction that the agency is starting to take for the long term MTW future. However, shorter term subsidies will be implemented more than in previous standard agreements. Families will need to transition to other assistance programs, thus using public housing dollars for a shorter time.

In addition, CHA will continue development of more mixed income communities in order to support de-concentration, encourage work, and reduce the stigma attached to public housing. One method being considered will be to project base its own developments. It is believed that in order to provide services to a concentrated group more effectively and efficiently the customers should be under professional management and not spread out singularly throughout the city. This will also build community. CHA is aware that this approach would be highly debatable because it limits housing choice.

Other long term MTW plans include designing and building for the future by using programs like Leadership in Energy and Environmental Design (LEED) in order to have higher performing buildings that operate more cost efficiently and require less maintenance expense long term and partnering for housing to mitigate risk and liability and create buy-in and community acceptance.

Making the Most of the Block Grant

CHA, not unlike other housing agencies across the nation, will endure challenges in serving the high demand of housing needs in the Charlotte community with the funding levels received from HUD. Utilizing block grant funding the agency is able to allocate dollars where needed in order to serve more people. In addition, block grant funding allows a greater ability to leverage.

In response to HUD budget restrictions, block grant funding has proven vital to funneling more dollars to property needs. Block grant funding enables CHA to address capital needs without the limitations of a capital fund grant because it is solely based on needs. The continued use of block grant funding will assist CHA in responsibly planning for future needs and creating successful, results-driven revitalization strategies.

Prioritizing Competing Goals and Needs

CHA owns and operates 3,306 units of federally subsidized public housing. The agency administers 5,906 housing choice vouchers which include 1,082 portable vouchers. It is documented that more than 30,085 rental units (includes 4,477 homeless people) are needed to meet the affordable housing demand in Mecklenburg County.

In light of budget cuts, CHA had to adjust to meet the critical needs as well as plan for future needs. In addition, HUD administration stated that 12.8% (\$1.5M) of CHA's public housing operating reserves are being offset. Increasing the inventory is an expensive undertaking in which the agency has to evaluate whether to build or acquire new units, provide social services to existing tenants to move them to self-sufficiency and unsubsidized units, or provide subsidies to partner agencies to develop housing for these families. The agency is also concentrating on preventing continued deterioration of existing public housing communities that were built in the late 1970's. Capital Fund appropriations continue to lag behind accruing modernization needs. Doing more with less means deferring aesthetic items at properties because maintenance is a priority that cannot be deferred or the cost would increase if the agency waited.

In regards to transforming the lives of our customers and creating opportunities for improved quality of life, CHA's long term plans will impact the decision to serve the most vulnerable or those most likely to be self-sufficient with some assistance from our supportive service vendors. CHA is also beginning a more integrated approach to working with school-aged children, realizing that ending generational poverty will require comprehensive strategies for the entire family. In past years, CHA anticipated serving large numbers of the population with MTW initiatives. However economic conditions forced the agency to limit deliverables to pilots and only implement programs that are realistic for families, rather than higher reaching agency goals. CHA is looking for alternatives to programs that were not cost effective for staff to implement such as a mobility program for Housing Choice Voucher participants and expansion of supportive services.

Planning for a Different Fiscal Climate

CHA will continue to focus on housing that connects to key services such as education and transportation, with the goal to support positive outcomes for the families in our communities. These families are considered the most "vulnerable" in the Charlotte community. MTW flexibility allows us to be better equipped to address the affordable housing needs of the City of Charlotte because of the ability to deregulate our funds. Long term plans to sustain financial stability include:

- Buy land to build a legacy

- Leverage new development partnerships that produce cash distributions to the agency
- Look for alternative funding sources
- View purchases holistically – create strategic plan for the next 3 – 5 years
- Revisit asset management philosophy on how to handle current properties
- Explore commercial development for alternative revenue streams and private fundraising
- Expand footprint outside of the City of Charlotte
- Continuously look at processes and procedures to improve how we run the business
- Study effectiveness of money for social services being provided contractually or in-house
- Make decisions based on need versus desire
- Develop innovative ways to service youth
- Maximize partnerships

Proposed MTW Activities



PROPOSED MTW ACTIVITIES: HUD APPROVAL REQUESTED

1. BIENNIAL RECERTIFICATION RENT REFORM INITIATIVE

A. Description of MTW Activity

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

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

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

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

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

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

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

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

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

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

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

D. Data Collection

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

E. Authorization for Proposed Activity

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

Ongoing MTW Initiatives



ONGOING MTW ACTIVITIES: HUD APPROVAL PREVIOUSLY GRANTED

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

Biennial Review Process

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

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

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

The new process allows administrative and cost efficiencies by decreasing the number of recertification's completed for elderly and disabled heads of households through a bi-annual reexamination process. Beginning in 2010, residents whose anniversary month is an even month (February, April, June, August, October and December) are recertified during the even years. Those participants whose anniversary month is an odd month (January, March, May, July, September, and November) are recertified in the odd years. The Enterprise Income Verification (EIV) System reports are still used during re-certification. CHA also began conducting criminal background checks at re-certification for family members 16 years of age or older in 2010.

The benchmark is a decrease of 1,000 - 1,200 re-certifications annually for elderly and disabled households. During the first quarter of FY2013 (April 1, 2012 to September 30, 2012), CHA did not have to recertify 281 households. Elderly and disabled re-certifications average 40 minutes per household. This represents a time savings of nearly 24 days the first two quarters ($281 \times 40 = 11,240$ hours = 23.42 work days), which is the desired outcome.

	Baseline	Benchmark	FY12 Total	1 st Qtr FY13	2 nd Qtr FY13
PH			456	55	142
HCV			440	25	59
	2,100	1,000 - 1,200	896	80	201

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

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

Rent Reform and Work Requirement

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

CHA received approval to implement Rent Reform and a work requirement in the FY2010 annual plan. The activity was implemented in FY2011. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. The rent simplification applies to both public housing and Housing Choice Voucher. Only households receiving case management services are under the work requirement.

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

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

CHA’s Rent Reform activity targets are to increase the number of household members who have earned income, as well as the amount of earned income in the household and decrease the number of households paying minimum rent. There were some challenges in meeting the benchmarks consistently throughout FY12 due to the economic climate and the labor skills of our participants. CHA is phasing families into case management, making efforts to increase the capacity of the number of

families served at the Center for Employment Services and encouraging households to follow their work plans in order to obtain higher level job skills in order to impact the metrics and outcomes.

There was a minimum rent increase scheduled for October 2012, however, implementation has been delayed due to the economic climate. This has impacted budgets at the property level since the rent increase was anticipated income.

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

Metric	Baseline	FY2012 Results	FY2013 Benchmark	1 st Qtr FY2013	2 nd Qtr FY2013
Increase in earned income	\$13,326	\$13,408	(2.5%) \$13,659	\$13,283	\$12,665
Increase number of families with earned income	1,303	1,873	(10%) 1,433	1,838	2,106

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

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



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

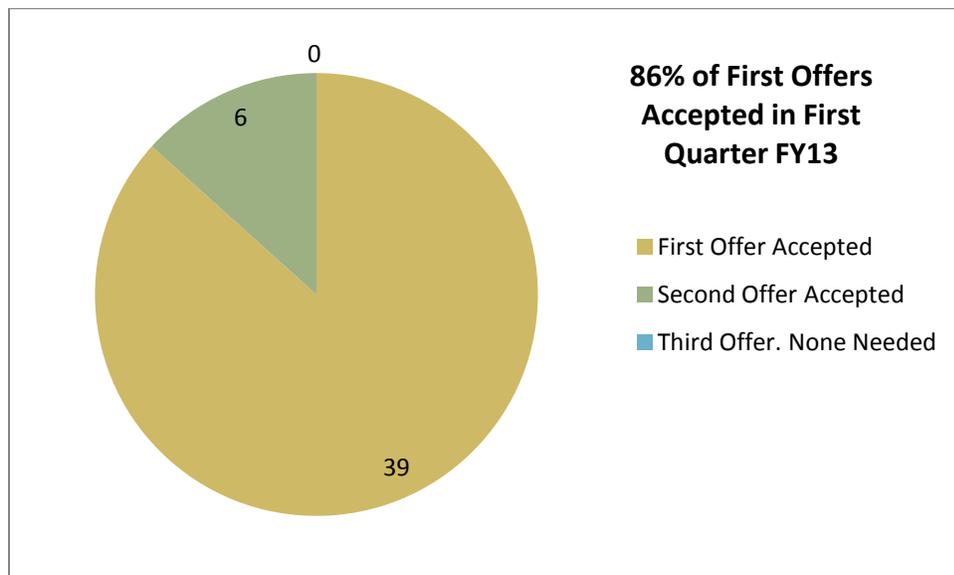
A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented.

CHA was approved to implement the site-based waiting lists for public housing and project-base Housing Choice Voucher units in FY2009. The activity began in the same year.

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

CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. A site-based waiting list decreases the percentage of offers rejected by allowing applicants to apply at the site of their choice, rather than accept first available on a centralized waiting list. The waiting list moves faster when persons accept the first offer; however, site-based waiting lists have resulted in a greater work burden for the property managers.

In the first quarter of FY13 there were 39 first offers accepted, 6 households accepted the second offer and there were no 3rd offers made. This is considered progress considering in FY2012, there were 101 offers made for housing at CHA managed properties and a total of 70 persons (69%) accepted the first offer, while 18 accepted the second offer and 13 accepted the third offer. CHA considers this activity a success due to no 3rd offers, and will be closing out this activity effective FY2014.



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

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



Good Neighbor Training

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

CHA proposed the Good Neighbor Training (GNT) activity in FY2008. The activity implementation began in the same fiscal year. The training is designed to assist families’ acclimation to a neighborhood. Participants learn more about being “Good Neighbors” by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, neighborhood involvement, school and amenities locations, and conflict resolution.

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

CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new Housing Choice Voucher and public housing applicants entering the program, as well as existing program participants. The agency plans to have all existing participants complete Good Neighbor Training by the end of FY14. The FY14 target is to decrease the total number of program completers that have program violations by 9% and terminations by 7%. In the 1st and 2nd quarters of FY13, 541 HCV participants had program violations. Of the 541 program violators, 199 of those attended the GNT. This represents 2% of all Housing Choice Voucher participants and 160 of the 541 program violators were terminated, of which 75 were GNT attendees.

Housing Choice Voucher Violation/Termination Comparison				
	Baseline	Overall HCV (1 st & 2 nd Quarters FY13)	GNT Completers	Percent of Total Overall Vouchers (4,373)
Participants with Violations	385	541	199	.045
Participants Terminated/EOP	302	160	75	.017

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

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

Participant and Landlord Tracking Program

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

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

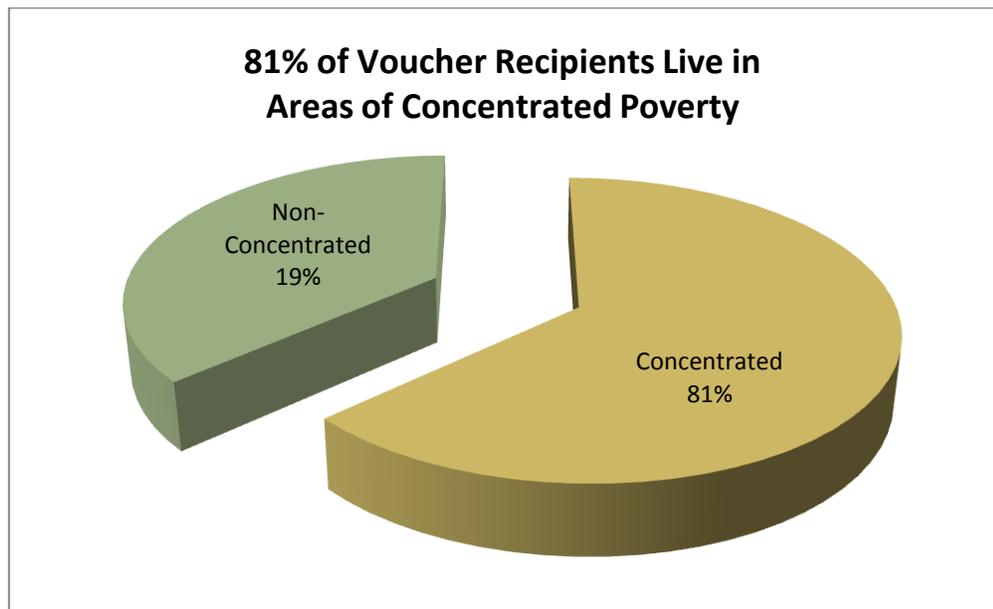
B. Provide an update on the status of the activity.

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

The results of the mapping indicated that 75% (3,206 of 4,268) of Housing Choice Voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28208, 28215, 28216, 28205, 28217, 28212, 28269, and 28213). CHA began including information on the benefits of residing in low poverty areas in the voucher briefings.

CHA's benchmark is to reduce the vouchers within the 8 concentrated zip codes to 71%. It is noted that the % change can be impacted by the utilization rate and number of vouchers available; therefore, the actual number of vouchers in the concentrated area is critical to realizing movement for de-concentration purposes.

During the 1st quarter of FY2013 CHA was below the target with 63.3% (2,919 of 4,609) of voucher holders living in the concentrated areas. However, during 2nd quarter, there were 3,699 of 4,563 vouchers residing in the concentrated area. This is a rate of 81%. CHA has worked on reducing this percentage by actively visiting apartment complex management companies, speaking with landlords who own or manage properties outside of the concentrated areas, and also by encouraging participants to consider the entire county when they are looking for a home. CHA has also incorporated a listing of amenities in non-concentrated zip codes in the initial briefing package.



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

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



Adopt Investment Policies Consistent with State Law

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

HUD approved the Adoption of Investment Policies that are Consistent with State Law to achieve a portfolio which is safer, more liquid, and obtains competitive yield in FY2009. The agency implemented this initiative in the same fiscal year.

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

This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rate earned on the checking account stayed a constant .18% over the last 12 months. It did not dip lower due to the rate negotiated in our banking services contract. Certificates of Deposit earned even less, thus they were not utilized. By allowing the portfolio to follow NC state law for investments, CHA was able to invest in Commercial Paper with earnings of .6%. The average earnings over the last year were \$11,849.78 (loss due to no commercial paper sold 2nd quarter) which would not have been earned otherwise, increasing the amount of MTW funds to be utilized on initiatives.

	Bank Rate	Earnings Rate	Earning Differential
10/31/2011	0.18%	0.60%	\$ 1,523.02
11/30/2011	0.18%	0.60%	\$ 1,764.93
12/31/2011	0.18%	0.60%	\$ 1,881.74
1/31/2012	0.18%	0.60%	\$ 1,862.97
2/28/2012	0.18%	0.60%	\$ 1,702.35
3/31/2012	0.18%	0.60%	\$ 1,870.14
4/30/2012	0.18%	0.60%	\$ 1,806.86
5/31/2012	0.18%	0.60%	\$ 297.67
6/30/2012	0.18%	0.60%	\$ (201.89)
7/31/2012	0.18%	0.06%	\$ (205.52)
8/31/2012	0.18%	0.05%	\$ (223.09)
9/30/2012	0.18%	0.04%	\$ (229.40)
			\$ 11,849.78

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

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



Modify Section 8 Inspection Procedures

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

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

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

During FY2012, three Project-Based voucher sites came online using the modified process. In FY2013 CHA plans to use the modified inspection process for 20 Project-Based voucher units at Retreat at Renaissance and 10 units at Everett House. Any additional projects using this process are not anticipated until 2015.

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

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

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



Community Based Rental Assistance

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

CHA has operates a Traditional Project-Based voucher, Supportive Housing Project-Based and Local Rental Subsidy for implementation of Community Based Rental Assistance (CBRA). The goal of this initiative is to place as many CBRA units as possible in the following areas:

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

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

Traditional Activity

In FY2009, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in the same year. CHA adopted a CBRA process (See Appendix R) to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte.

Supportive Housing Project-Based Activity

In FY2009, CHA was approved to implement *Housing for Persons with Disabilities, Special Needs, and Homeless*. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the Section 9 opportunities in the Charlotte community. The activity was implemented in FY2009.

The activity has impacted Charlotte's supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte's continuum of care. Without CHA's fund leveraging or resource commitment, projects may be delayed or not occur. CHA encourages the use of Section 9 subsidies in these partnerships. CHA planned to pursue 2 supportive housing opportunities in FY13, however, the 19 Section 9 units at the UFS Domestic Violence Shelter, as well as the Section 9 units being considered with a partnership for the House of Prayer was determined unfeasible by those entities and are no longer being considered.

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

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

Local Rental Subsidy Activity

The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented the same fiscal year. CHA staff developed a local Community Based Rental Assistance Program (CBRA) in partnership with Charlotte Family Housing (CFH). The local rental subsidy program provides a housing subsidy of up to \$500 per

month to 50 homeless families receiving intensive supportive services (10 to 15 families that need employment and 35 to 40 for working households). Working households are expected to complete the self-sufficiency program within three years with a one year extension and non-working families are given a four year program requirement with a one year extension.

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

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

CHA leased up 25 families under the Charlotte Family Housing (formerly WISH) local subsidy MTW initiative as of September 2012. CHA has a benchmark of 50 units total for FY2013.

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

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

Year Completed	Development	Number of PBV Units	Number of ACC Units	Neighborhood Category
Pre-MTW	Prosperity Creek	84		Stable
	McAden Park	30		Stable
Total Pre MTW		114		
FY09	940 Brevard	60		Transitioning
FY09	Springcroft @ Ashley Park / Live Oak Seniors	18		Stable
FY09	Seigle Point	18		Stable
FY09	YWCA Families Together*	9		Stable
Total FY09		105		
FY10	Ashley Square at Southpark	14		Stable
FY10	Mill Pond	51		Stable
FY10	Cherry Gardens Senior	11		Stable
Total FY10		76		
FY11	McCreech		63	Stable
Total FY11			63	
FY12	McCreech Place II*	25		Stable
FY12	Charlotte Local Rental Subsidy*	50		Scattered sites
FY12	Steele Creek Seniors	60		Stable
FY12	Moore Place*	51	34	Challenged
Total Anticipated FY12		186	34	
FY13	The Retreat @ Renaissance (HOPE VI)	20		Challenged
FY13	Everett House*	10		Stable
FY13	Woodlawn House	52		Stable
Total Anticipated FY2013		82		
FY14	The Residences @ Renaissance (HOPE VI)	23		Challenged
Total Anticipated FY14		23		

Status of Local Rental Subsidy Program	Number	Applicant Statistics
Leased	25	8 Non-Working; 17 Working
Searching	13	13 Eligible/Searching
End of Participation	6	3 Withdrew on their own/ 1 Charlotte Family Housing Withdrew; 2 Non-Compliance
Canceled (before lease-up)	7	4 Family Withdrawals; 3 Charlotte Family Housing Withdrawals
Denied	20	13 Over Income; 4 Debts Owed; 3 Criminal
Total Referrals	71	

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

The authorizations used were Attachment C: B. 1. b., iv., B. 1. b., vi., B.1.c., B. 2, B.4., C.2, 9 & 10, D. 1 - 7. CHA also uses Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute.



Resident Safety Initiative

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

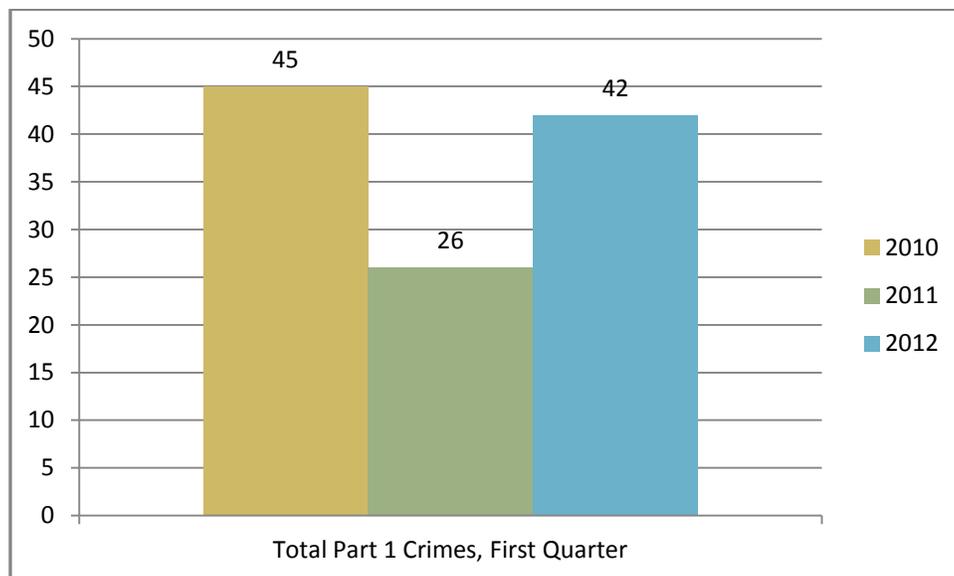
In the FY2010 Moving Forward Annual Plan, the Resident Safety Department was approved to implement *Resident Safety Initiatives* to reduce Part I crime incident statistics for all CHA sites combined by 5% each fiscal year for five years. The Resident Safety Division measures the Part I crimes as defined by the Uniform Crime Reporting (UCR) Program for the fiscal year. Part I crimes include burglary, assault, rape, homicide, robbery, arson, motor vehicle theft, and larceny.

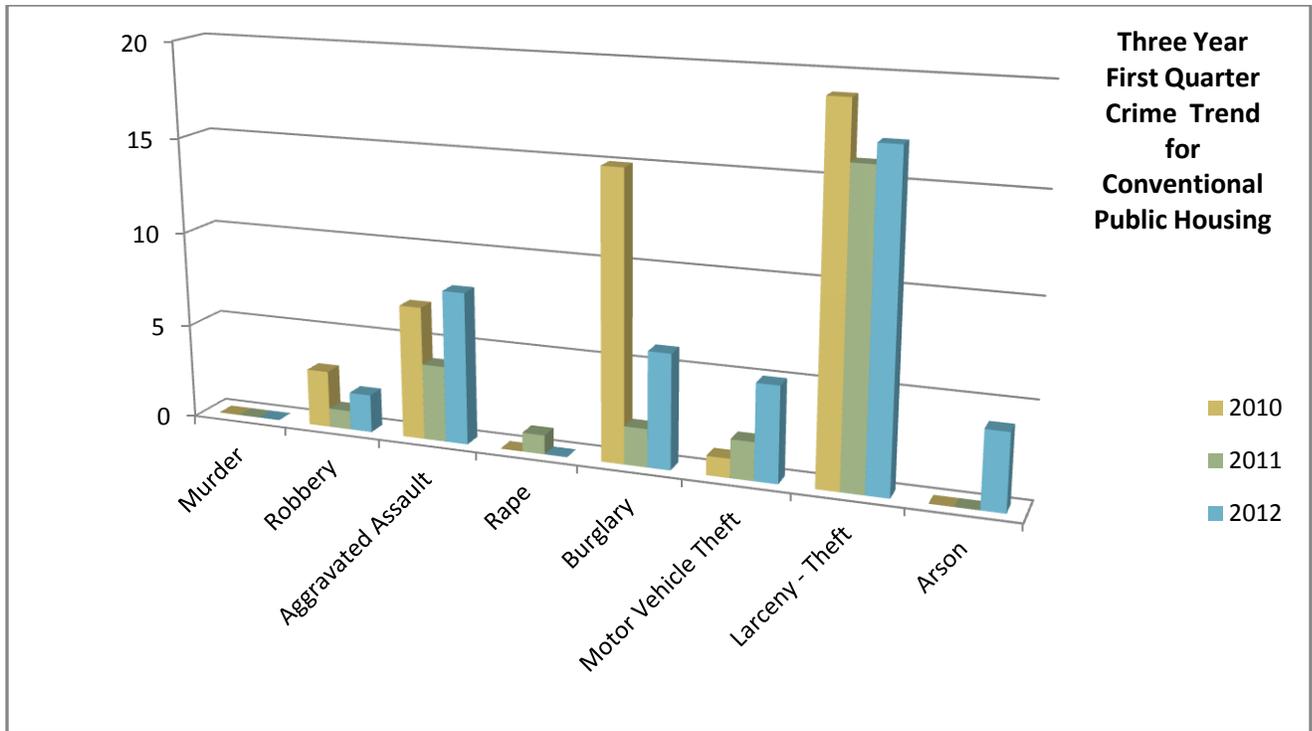
The Resident Safety Department continues to provide private security at the elderly sites year round. The family and scattered sites receive private security during the summer months. Surveillance cameras are in operation at four senior high rises and some 13 family/scattered sites. Resident Safety staff reviews camera video weekly, based on the volume of calls for services as it relates to criminal incidents.

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

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

Crime at CHA conventional public housing properties saw a 22% decrease in Part I crimes in FY2012. During the first quarter of FY2013, CHA had 42 reported incidents. This is significantly higher than first quarter 2012; however, the activity is not determined effective or ineffective until the year end totals are calculated in order to accurately compare the outcome to the previous year.





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

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



Moving Forward Supportive Services

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

The *Moving Forward Supportive Services* (formerly Currents of Change) was approved in the FY2009 Annual Plan. Implementation began in the same year. The activity promotes work and self sufficiency.

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

Moving Forward Supportive Services are provided to three pilot groups. Pilot Group A (Victoria Square and Claremont) receive case management from CHA. Pilot Group B consists of the families relocated from Boulevard Homes (renamed The Renaissance) and receives services from Children's Home Society. Genesis Project 1 works with Pilot Group C (Cedar Knoll, Leafcrest, and Tarlton Hills).

There is a varying degree of difference in the income progression when looked at overall; however, when broken down by site, there is less variation. See Appendix L for this detail. The families in Pilot Group A were part of a work requirement site before 2008. Children's Home Society began working with families in the Boulevard Homes community in December 2009. This conventional community was not a work requirement site. The majority of these families were in need of resources and comprehensive case management services to ensure their success. Genesis Project 1 began providing services for Pilot Group C in September 2011.

Positive move-outs were determined by each vendor and submitted to Client Services for each site, given the caseload's current performance and year in program. For those in the CHA program where the anticipated number is 14, CHA is still phasing out the traditional FSS contracts of participation (until 2014), and some families still have a 5 year contract, which means a greater number of anticipated graduates because their time in the program will be ending during the FY 12-13. During FY2013 CHA will transition from Increase Positive Move Outs to number of persons prepared for market rate in order to move these families to CHA market rate properties.

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

Vendor	Decrease Minimum Renters	Increase Number Working	Job Retention 12+ Months	Income Progression	Prepare for Market Rate
CHA (78 Households)	17	57	38	\$21,287	1
FY2013 Benchmark	6	63	20	\$21,309	14
Children’s Home Society (231 Households)	39	58	37	\$7,504	33
FY2013 Benchmark	12	108	36	\$8,763	2
Genesis Project 1 (147 Households)	28	40	21	\$26,884	1
FY2013 Benchmark	9	92	30	\$38,160	0

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

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

Youth Initiatives

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

In FY2009, CHA was approved to establish a Cooperative Agreement to Form Partnerships with Communities In School (CIS), Charlotte-Mecklenburg Schools (CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. The focus of the collaborative was to provide services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty.

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

Communities in Schools (CIS) is a nationally recognized nonprofit organization providing dropout prevention services for at-risk youth. The Charlotte affiliate operates its program in 43 schools (elementary through high school) across Mecklenburg County. CIS is serving more than 400 youth residing in CHA properties and/or the CHA Housing Choice Voucher Program. The most recent data available was reported on in FY2012 Annual Report for school term ending June 2011. Data results are provided on an annual basis in mid-November.

CHASF reported 92 recipients for FY2013. This is a 25% increase over FY2012 performance. The significant increase is a result of expanded partnerships (Communities in Schools, Right Moves for Youth, etc) and awareness events (Annual Awards Ceremony, Holiday Social, Resource Fair, etc). CHA anticipates the numbers to continue to increase as programming is offered to middle school youth. CHA continues to pursue conversation with CMS regarding a suitable arrangement for data sharing that would allow CHA Client Services Department to track students' academic performance. CHA would like the following criteria to track student progress:

CHA Student Level Data

- % of CHA high school seniors graduating with a diploma
- % of CHA graduates entering post-secondary education
- % of CHA students complying with attendance policies

Aggregate Level Data

- # of CHA seniors anticipated to graduate
- # of CHA students promoted to next grade level
- # of CHA students complying with attendance policies

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

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



Increase Acquisition and Rehabilitation of Existing Multi-Family Properties

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

CHA received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties, in the 2008 - 2009 MTW Annual Plan.

Implementation began in the same fiscal year. In FY12, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.

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

CHA has found acquisition more cost effective and at times it has allowed the agency to add more units to the inventory in a shorter period of time than new construction.

The economic downturn allowed CHA to increase unit production through acquisition in higher income areas of Charlotte. In contrast, if CHA had opted to only build new, it would have severely delayed the addition of units because of construction costs. Current new construction is at \$120,000 or more per unit. The table below illustrates the lower cost per unit for acquisitions. The baseline was reset to zero and the benchmark set for 21 Section 9 units in mixed-income communities in FY2012.

CHA accomplished the benchmark by placing 21 Section 9 units at McMullen Woods. There have been no purchases or acquisitions during the first quarter, however potential properties are being reviewed.

CHA added the following units to the existing inventory using the MTW flexibility for this initiative.

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

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

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

The waiver used is Attachment C: B. 1. b. and C 13. and Attachment D, Community Specific Authorizations, through which the Agency may use MTW Funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute.

Land Acquisition for Future Use

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

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

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

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

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

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

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

Local Non-Traditional Initiatives

Acquisition of General Partnership Interest

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

Acquire the General Partnership interest in the Little Rock Apartments - This activity was approved in March 2010, but was made as a first amendment to the FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), acquired the general partnership interest in Little Rock Apartments, a 240-unit Section 8 multi-family project. Horizon's control of Little Rock Apartments is vital to the success of the redevelopment of Boulevard Homes (presently known as The Renaissance), CHA's adjacent 300-unit public housing development, and the focus of CHA's FY2009 HOPE VI grant.

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

Due to budget restraints, CHA's endeavor to receive approval to provide services and opportunities to Little Rock's residents through its Moving Forward program, including self-sufficiency and employment services was delayed. CHA is currently working to develop a budget to implement the planned services at the property. Once the budget is approved, appropriate baselines, benchmarks, and measures will be reexamined to support the endeavor. The budget approval request will take place FY2014.

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

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

Convert Units to Public Housing

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

CHA was approved to implement an activity to utilize public housing units to serve homeless families at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2nd amendment to the FY2011 Annual Plan. The agency began implementation in FY2011.

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

The apartments are owned by CHA's non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity was branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Creste. The Salvation Army (TSA) is responsible for providing the supportive services.

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

The partnership is considering expanding the three year term limit to five years or transitioning the families to FSS sites at the end of year three. There are 60 ACC units operating as part of the community partnership to serve homeless families, 40 units will

be restricted to families making 40% area median income and the remaining 113 units will be restricted to families making 80% area median income.

Program updates include:

- The SHIP program at Hampton Creste currently has fifty-five residents with 111 children who reside on site.
- Within the current families, 41% are enrolled in job or education training and 100% are enrolled in life skill training. There are 41% employed (full and part time).
- There were a total of 12 exits, seven positive. Several reasons for the positive exits were marriage, moving into an apartment community with employment, moving out of state (Georgia) with full time employment, moving out of state due to family obligations and moving into long-term subsidized housing.
- There have been five negative move outs as a result of lease and program violations and abandonment of the SHIP apartment.

<i>Supportive Housing Innovative Partnership (SHIP) at Hampton Creste Anticipated Outcomes</i>				
	<i>Metric</i>	<i>Baseline</i>	<i>3 Year Benchmark</i>	<i>Actual as of 08/31/2012</i>
1. Increased Supportive Housing Units w/Self-Sufficiency Component				
	<i>Number of supportive housing units</i>	<i>0</i>	<i>60</i>	<i>56</i>
2. Residential Stability				
	<i>Number of residents who move to housing with less support</i>	<i>0</i>	<i>70% (42 of first 60 families)</i>	<i>11% (7)</i>
	<i>Number of families who do not return to homelessness</i>	<i>0</i>	<i>95% (57 of first 60 families)</i>	<i>72% (43)</i>

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

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

No new authorizations were used. CHA uses Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized

by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute.

New Construction of Affordable Units

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

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

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

There are currently two projects under this activity:

1. 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, however, HOPE VI funding is not included in this project. The development is proposed to be part of a broader mixed-income community. The project will include 190 units of which 80% will be for lease to individuals at 80% area AMI and below and 20% will be affordable to those earning less than 30% AMI subsidized by CHA project-based vouchers.

The overall Seigle Point community has a 10,000 square foot community building, 204 tax credit apartments, 31 market rate townhomes, and an amenity area with a playground, tennis & basketball courts, greenway, and shelter area. Adding the 190 units in this location, very near Charlotte's central business district, will provide added choice for those needing affordable housing. This environment will be an ideal situation for these residents to excel in CHA's Moving Forward program.

Construction of the Lofts at Seigle Point has been delayed because CHA is waiting to close on financing through the use of the HUD 221(d)(4) loan program.

2. The Charlotte Housing Authority has been awarded a \$20.9 million FY2009 HOPE VI Grant by HUD for the redevelopment of its Boulevard Homes (Renamed The Renaissance) property. The grant will be used, along with other funding, to transform the dilapidated, public housing development and surrounding neighborhood into a thriving mixed-income community.

New construction of the four-story, 110-unit senior building, The Retreat at Renaissance, in the redeveloped community will begin in FY2013. The second and third phases will consist of 222 units of rental housing for families. The residential buildings proposed include three story apartment buildings, two story direct access apartment buildings and two story townhomes, configured in one- to three-bedroom units.

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

No new authorization was used. Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of

the 1937 Act, provided such uses are consistent with other requirements of the MTW statute.

Ongoing Initiatives Being Closed Out as of August 29, 2012

Partner with CMS for Mixed-income Affordable Units

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

In FY2009, CHA was approved to Develop an Affordable Housing Program with Charlotte-Mecklenburg Schools (CMS). Due to CMS budget constraints, the activity has not been implemented yet.

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

The activity has not been implemented. CHA has decided that a charter school would be a better fit for the implementation of the overall plan at the chosen site. CHA is in discussions with CMS on when the partnership may be implemented at another site other than the originally designated site at Boulevard Homes and possibly renaming or restructuring of the activity may occur as a result.

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

The authorization used is Attachment C: B.1.b. The waiver was necessary for flexibility of funds.

Local Design Standards

- 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 did not begin until 2011 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.

The implementation of this process was to avoid multiple plan reviews by following a single standard that is prescribed at the state level for efficiency and time savings. CHA follows North Carolina Housing Finance Agency (NCHFA) design standards as our local standard.

Sources and Uses of Funds



SOURCES AND USES OF FUNDING

- A. List planned sources (Operating, Capital, HCV) and uses of MTW funds.**
This item will be addressed in Appendix J after the draft budget is prepared in January 2013.
- B. List planned sources and uses of State or local funds.**
This item will be addressed in Appendix K after the draft budget is prepared in January 2013.
- C. If applicable, list planned sources and uses of the COCC.**
This item will be addressed in Appendix J after the draft budget is prepared in January 2013.
- D. If using a cost allocation or fee-for-service approach that differs from 1937 Act requirements, describe the deviations and the reasons therefore.**
CHA does not use a cost allocation plan.
- E. List or describe use of single-fund flexibility, if applicable, describe uses across traditional program lines or special circumstances in support of an MTW activity.**
This item will be addressed in Appendix J after the draft budget is prepared in January 2013.
- F. Optional- List reserve balances at beginning of the Plan year.**
CHA opts out of this item.
- G. Optional – In Plan Appendix, provide planned sources and uses by AMP.**
CHA opts out of this item.

Administrative



ADMINISTRATIVE

A. Resolution/Certification of compliance

- a. See Appendix A

B. Evaluation description

As part of the evaluation of the Charlotte Housing Authority's (CHAs) Moving Forward (MF) Program, the University of North Carolina at Chapel Hill's Center for Urban Research has been conducting periodic interviews with administrative staff to monitor and assess the implementation and impacts of the program. In these interviews staff members are asked to describe the challenges in implementing the various components of the MF program, alterations in program design from the original conception, the impacts that the program is having on the CHA's ability to achieve its mission, lessons learned about successful program implementation, and ideas as to how the program might be improved.

The following data presents a summary of staff interviews conducted on June 13, 18 and 19, 2012. The staff members interviewed represented a diversity of functional areas including financial, legal, safety, real estate, client services, IT, communications, and operations.

- Staff members appreciated the ability to develop creative programs to help residents meet program goals, and linked this ability to the budget flexibility provided by the Moving to Work program.
- Staff members praised CHA's coupling of supportive services (including both case management and the child care and transportation subsidies) with changes in the Authority's rules (including rent reforms and the work requirements), which allows CHA to tackle resident obstacles to self-sufficiency.
- Several respondents reported a struggle between those who want to see more funding allocated to real-estate development and those who believed funding should be used to expand client services.
- Some believe that the work requirement and funding for related services should be targeted to those who are close to being able to move out and need just a little more help, while others believe CHA should direct more resources to residents who need a substantial and ongoing commitment of services.
- Several other interviewees were concerned that the Section 8 program had not been included in work requirement initiative, and that as a result, Section 8 clients were not receiving more resources for case management and enhanced social services.
- Those interviewed suggested that the impact of general staff turnover had little negative impact on CHA operations, but vacancies among upper management was considered to have a significant impact on both the Moving Forward program and the overall organization because it hindered CHA's ability to communicate with the larger community, and made it tough to make big, potentially contentious, decisions such as raising minimum rents or sanctioning those who are not in compliance with the work requirements.

- A number of those interviewed expressed optimism that consolidating management staff in the new building will improve communication, and viewed the move towards less-structured, more open meetings as leading towards a more open environment that encouraged questions and fostered improved communication.
- Although Charlotte is on the low-end of national minimum rents, especially when compared to housing authorities in other large cities. A small number of interviewees, however, expressed concern that increases in rent might lead law-abiding residents to turn to crime to cover their rents, or that CHA should first focus on expanding social services to a greater number of residents before increasing minimum rents. Other staff members suggested that the current bands—especially those governing the upper-end of the income distribution—should be revisited, since under the current bands there is little incentive for higher-income individuals to move out.
- Interviewees expressed significant frustration over the Yardi software system. Complaints included: a complicated interface, which they felt made it difficult to understand or present data in meaningful ways; the inability for most staff members to write customized reports; and the software’s failure to be easily adapted to handle new data recording requirements.
- Several staff members outlined how Moving to Work’s financial flexibility has given them greater opportunities to add to CHA’s portfolio through the acquisition and rehabilitation of close to 500 existing units. Moreover, those property acquisitions have increased the number and proportion of CHA’s units in mixed-income developments and in more affluent areas of the city.
- Staff members involved in the financial aspects of the Moving Forward program worried that recent changes in HUD funding—such as the thirteen-percent decrease in Section 9 funding—would have significant impacts on CHA’s ability to successfully run its Moving Forward program. They felt that a similar offset to Section 8 funding would make it extremely difficult to maintain the current MF initiatives: Real Estate would be forced to limit new acquisitions and rehabilitations, and Client Services would be forced to cut case management and service funding.

Lessons Learned & Recommendations

Based on the results of the staff interviews presented above, the Center for Urban and Regional Studies offered the following lessons learned and related recommendations for CHA’s consideration.

- **Lesson learned:** As the Moving Forward program evolves staff members need to be involved in an ongoing dialogue to help them understand the program and how both their departments and their individual work contribute to its overall goals and success.
 - Recommendation: Hold ongoing, authority-wide meetings to reacquaint CHA staff with the vision, purpose and opportunities associated with the MF program and to explain how each division contributes to the program’s goals.
- **Lesson learned:** Public relations should not be limited to a strong initial push and then be scaled back.

- Recommendation: Expand public relations activities to reacquaint citizens with the goals of the MF program, the progress made to date, and the new initiatives.
- ***Lesson learned:*** A lack of support from outside agencies (such as CMS and Legal Aid) can hinder progress towards key goals or make the implementation of new initiatives more difficult.
 - Recommendation: Involve outside groups early on in vision-building processes for new initiatives.

Other Recommendations

- Continue improving staff communication among divisions through education and organizational initiatives.
- Continue to improve the Yardi system's ability to provide the data needed by staff members to monitor the impacts of various MF initiatives. Increase training opportunities for staff members interested in producing their own reports, and institute question and answer sessions to help staff members understand the data Yardi holds and the types of reports that are possible. Additional IT staff may be needed to accomplish this.
- Follow through with the work requirement sanctions for residents who are not making an effort to move toward self-sufficiency.
- Once a new CEO is hired, revisit the issues of who will be subject to the work requirements and receive enhanced client services.
- Top CHA administrators should contact North Carolina's Senators and its Representative to urge them to work toward the extension of the CHA's designation as a Moving to Work housing authority.
- Explore other sources of funding for client services so the work requirement and enhanced services can be expanded to more clients.
- Include some Section 8 families under the work requirement/ client services initiative of MF.**
- Continue to closely monitor the performance and costs of contractors providing client services under the MF program.

**There is a Housing Choice Voucher Transitional Families Program (HCVTFP)

APPENDICES

- Appendix A Board Resolution
- Appendix B Public Hearing Comments
- Appendix C Initiatives Summary
- Appendix D Completed Initiatives
- Appendix E Rent Reform Overview
- Appendix F Sample Rent Bands
- Appendix G Hardship Policy
- Appendix H Work Requirement Policy
- Appendix I Community Service Policy
- Appendix J Planned Sources and Uses of Operating, Capital, HCV and MTW funds
- Appendix K Planned Sources and Uses of State and Local funds
- Appendix L Moving Forward Supportive Services 1st Quarter Performance Detail
- Appendix M Capital Funds - Replacement Housing Factor
- Appendix N Capital Projects
- Appendix O Subsidy Forms
- Appendix P Demolition-Disposition Activity
- Appendix Q Violence Against Women Act
- Appendix R Community Based Rental Assistance (CBRA) Policy