



# Moving Forward Annual Report Fiscal Year 2010-2011

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Housing Authority of the City of Charlotte  
1301 South Boulevard  
Charlotte, North Carolina 28203  
*Revised 06/28/11*



## **Charlotte Housing Authority**

### **Board of Commissioners**

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



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## Letter from the Chairman of the Board of Commissioners and the CEO/President

Over the course of this past fiscal year, CHA has continued our Moving Forward initiatives by partnering with key leaders and organizations to provide the tools and skill sets that lead our participants to self-sufficiency. These partnerships have a direct impact on the social and economic capital that sustains the growth and the health of our city.

Building communities and partnerships is the keystone of success for the Charlotte Housing Authority. After identifying the need for additional affordable housing and recognizing the great shortfall of housing for the low and very low income community, CHA reached out to the local elected officials as well as community and non-profit leaders to look at innovative and creative opportunities to address this issue. CHA is very intentional in building and developing quality affordable housing and partnerships in the community. We leverage our funds in a manner that allows us the greatest capabilities in developing and building affordable housing in locations that allow us to de-concentrate poverty yet still offer the greatest availability of necessary amenities for our customers.

However, there is still much to accomplish on the long road to self-sufficiency. If you look at the housing continuum as a road map, we have to start the journey with those whose needs are greatest. CHA is involved with the Charlotte-Mecklenburg Coalition for Housing, which oversees the implementation of Charlotte's *10 Year Plan to End Homelessness*. The need for additional affordable housing for individuals and families in our community who are homeless due to loss of job, mental illness, or other circumstances beyond their control is overwhelming. Charlotte Mecklenburg Schools staff estimate approximately 3,500 students are homeless. In addition, in 2010 the Urban Institute at UNC Charlotte reports as many as 12,552 persons who are couch homeless. These individuals are living with friends, family, or acquaintances because they are unable to find and maintain affordable housing. The couch homeless are precariously housed and one step from living on the street. Costs associated with homelessness are staggering. Looking at all the costs, including public safety, medical, transportation, and education, Charlotte spends between \$20 million to \$40 million dollars each year on services for the homeless.

CHA continues to take the lead in finding creative and sustainable ways to provide affordable housing to all of Charlotte's residents, working closely with community partners to map out a continuum of housing that helps move individuals and families from the streets, to transitional housing with wrap around services, to eventually, self-sufficiency. CHA continues to lead, develop, and execute community-wide strategies that meet the broad range of housing for families who cannot otherwise attain conventional housing. CHA is building communities and partnerships!



*Joel Ford, Chairman of the Board of Commissioners and Charles Woodyard, CEO/President*

## **It Takes a Community to Sustain a Village – Letter from Mayor Anthony Foxx**

During the year, the CHA leadership team engaged a number of community leaders in discussions around the affordable housing crisis we are experiencing in Charlotte. Questions arose concerning the number of people needing affordable housing that are not currently housed and why does Charlotte need to build or acquire more affordable housing units?

The answer is simple. The economy has affected how those in the market for rental units are housing themselves. To save money, those who typically would pay more in rent have opted for lower cost rental housing. For example, someone who would normally pay \$890 in rent is now renting a unit that only costs \$675. This means that low and very low income individuals are competing with middle income families for affordable rental housing, and are finding themselves squeezed out of a very tight rental market.

Community leaders also wanted to know who are the people living in very low or low income affordable housing. Most people would be amazed to know that the people who need affordable housing include key segments of Charlotte's workforce, such as bus drivers, teachers' assistants, child care workers, nursing assistants, maintenance workers, building assistants, landscape assistants, grocery store employees, retail employees, and police and fire personnel. They live among us, work with us, and provide many necessary services to us.

What does the future hold for affordable housing? Looking into the next year and beyond, the Charlotte Housing Authority and the City of Charlotte will look to address affordable housing by using innovative, creative models to address the shortage. By partnering with the community, local, state, and federal officials, non-profits, and the private sector, we will continue to evaluate and study the issues around affordable housing and strategically leverage our resources to provide safer, quality housing to those who are unable to attain such housing on their own. It will take the entire community to sustain our village.



*Mayor Anthony Foxx*

## INTRODUCTION

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In December 2007, the Charlotte Housing Authority (CHA) entered into an agreement with the U. S. Department of Housing and Urban Development (HUD) to participate in a federal demonstration program titled Moving To Work (MTW). While the name may register as a single purpose program, MTW provides public housing authorities (PHAs) the opportunity to design and test innovative, locally-designed strategies that use federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

The Charlotte community has a growing demand for affordable housing and CHA, as the only public housing agency in Mecklenburg County, is expected to provide leadership in addressing the supply of affordable housing in the City and County. Therefore, CHA was eager for the opportunity to participate in the MTW program and utilize the flexibilities provided through exemptions from many existing public housing and housing choice voucher rules and flexibility around how the agency uses their federal funds.

Locally, Moving To Work is known as Moving Forward, symbolizing the use of the federal demonstration program to achieve the following Corporate goals and objectives:

### **Goals:**

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

### **Objectives:**

- ❖ Increase affordable housing opportunities
- ❖ Lead strategic partnerships
- ❖ Provide optimal housing choices
- ❖ Maximize portfolio value
- ❖ Maximize funding sources
- ❖ Promote innovative solutions
- ❖ Enhance strategic technology infrastructure
- ❖ Optimize performance of the Section 8 Program
- ❖ Maximize Customer Service
- ❖ Ensure long-term financial viability

## **Strategies That Serve Low Income Families**

The Charlotte Housing Authority has developed and implemented Moving Forward initiatives specifically for public housing or Section 8, as well as Agency wide. These initiatives are broadly listed here based on their relationship to the federal demonstration program statutory goal, but a summary description of the initiatives is attached as Appendix C. Detailed information on the initiatives is highlighted in the New and Ongoing MTW Activities Sections.

### **Promoting Self-Sufficiency**

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❖ Moving Forward Supportive Services

❖ Youth Initiatives

### **Increasing Housing Choices**

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❖ Local Non-Traditional Initiatives

❖ Housing for Persons with Disabilities, Special Needs, and Homeless

❖ Increase Acquisition and Rehabilitation of Existing Multi-Family Properties

❖ Land Acquisition for Future Use

❖ Partner with CMS for Mixed-Income Affordable Units

❖ Community Based Rental Assistance

❖ Participant and Landlord Tracking Program

❖ Site Based Waiting Lists (Public Housing & Project Based Section 8)

❖ Occupancy Training

❖ Section 8 Property Rating System

❖ Resident Safety Initiative

### **Achieve Administrative Efficiencies and Cost Savings**

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❖ Alternate Review Process

❖ Rent Reform

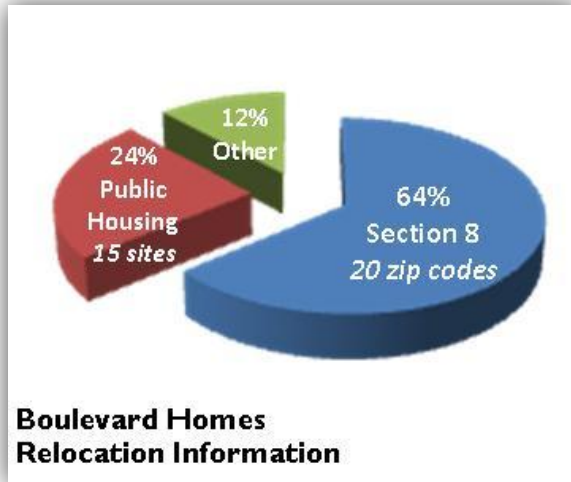
❖ Develop Local Design Standards

❖ Adopt Investment Policies Consistent with State Law

❖ Modify Section 8 Inspection Procedures

## **Boulevard Homes Redevelopment**

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



Crosland Inc., selected as the on-site residential component developer for the Boulevard Homes HOPE VI Revitalization

Grant, began the demolition of the buildings at Boulevard Homes in January 2011. By March 30, 2011, all of the families of the Boulevard Homes community had been successfully relocated. Families from the site moved into areas throughout the City of Charlotte (see Appendix H for details).

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



### **Questions for a Relocated Resident**

**Shavon Dossett**, *Relocated Boulevard Homes Resident*

#### **How did it feel to move out of Boulevard Homes?**

"At first I was nervous. But at the same time, I was ready to go. The relocation staff was very supportive, especially my Relocation Worker Myra Sanders. I relocated with a Section 8 Voucher and everyday is new and exciting."

#### **What has happened in your life since you moved into your new home?**

"I got a job working for Thompson Child & Family Focus under the Section 3 program. I am very excited to be working with families and children. It is something that I have always wanted to do."





The planned Educational Campus incorporates a new model kindergarten through eighth grade school, a National Association for the Education of Young Children (NAEYC)-accredited early childhood development center, and a cohesive, services-rich mixed-income community built to Leadership in Energy & Environmental Design (LEED) and Enterprise Green Communities standards, with direct linkages to the nearby Central Piedmont Community College (CPCC) Harris campus and the Southview Recreation Center. This unique Educational Campus will create both a physical and social environment to enable residents and their children to thrive and succeed. Key partners in the redevelopment include: City of Charlotte, Mecklenburg County Park and Recreation, Central Piedmont Community College (CPCC), Charlotte-Mecklenburg Schools (CMS), Thompson Child & Family Focus, Children's Home Society's Youth Homes Division, and City Dive, Inc.



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

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### **New Administrative Office for CHA**



CHA has purchased a 53,000 square foot office building located at 400 East Blvd. The building is close to Uptown and will allow the agency to consolidate the Administrative Offices, Client Services, Section 8, and Operations Departments that currently operate out of four separate office locations. The building is on a bus line and convenient for CHA staff, clients, and community partners.

rehab construction began in February of 2011 with rehabilitation slated for the fall. CHA's timeframe for move-in is mid 2012.

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

Since launching this initiative in March of 2010, CHA has graduated more than 70 residents from an 11-week class that teaches the importance of healthy foods and healthy lifestyles. The instructors, who are also course graduates and public housing residents, utilize a curriculum developed by HUD and the National Heart, Lung and Blood Institute. Participation in the program has resulted in some residents changing their lifestyles. In one CHA graduating class 7 of the 14 students saw a "significant weight loss" of 10 pounds or more by reducing fried foods and eating healthier snacks.

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

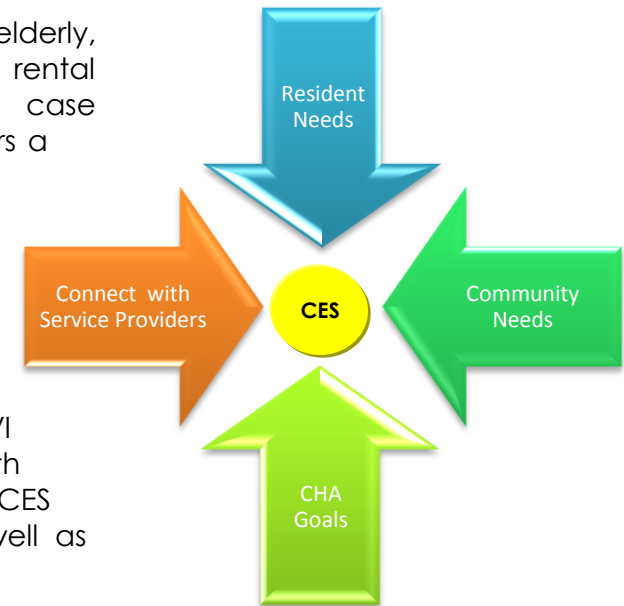


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### **Center for Employment Services (CES)**

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

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



CES serves not only CHA residents but also all residents of the West Boulevard Corridor. According to the 2000 Census, this corridor's total population of 10,738 has 3,297 (or 30.1%) people living below the poverty level, significantly higher than the county poverty rate of 9.2% at that time. County-wide, 5.2% of the employable population reported being unemployed for the 2000 census. The unemployment rate on the West Boulevard Corridor was more than twice that number (11.3%). CES' goal is to serve 250 people in the first year. It has received private and public funding.



CES will assist CHA's Client Services Department objectives:

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

CES reports the following accomplishments in the first quarter:

- January/February/March: 320 visit to computer lab
  - 70 new visitors
  - 250 repeat visits
- 93% said their visit was "very friendly" or "friendly" (60 total respondents);
- 93% reported their visit was "helpful" (61 total respondents)
- 18 have been enrolled in job readiness classes, resulting in 12 graduates as of April 2011
- 3 of the 12 graduates found employment
- 24 were enrolled in a GED class and 14 remain engaged



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



In September of 2009, HUD awarded a \$6.2 million Capital Fund Recovery Competition (CFRC) Grant to the CHA in Category 4 (Creation of an Energy Efficient, Green Community), Option 2: (Moderate Rehabilitation) for Charlottetown Terrace, a high rise apartment building for disabled adults. The CFRC award will be combined with \$4 million in CHA funds and \$1 million in funding from the City of Charlotte's Housing Trust Fund, for a total renovation of \$11.2 million.

During the past fiscal year, CHA procured JM Wilkerson Construction Co., Inc. and Sovereign Construction & Development, LLC (JMW/SOV) as the Construction Manager at Risk (CMAR) for Charlottetown Terrace. This construction management team is a Section 3 and MWBE Joint Venture. Per the CFRC grant



agreement, on August 12, 2010, CHA formally obligated the \$6.2 million in CFRC funds. Physical relocation of the residents began on September 20, 2010 with construction subsequently commencing on October 20, 2010. As of March 31, 2011, Charlottetown is approximately 25% complete with substantial completion slated for December 2011.

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

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

### **Capital Fund Financing Program**

CHA had plans to begin the redevelopment of the Strawn and Parktowne towers in 2012. The renovations, totaling \$20 million each, would include a new “service-enriched” environment to accommodate the needs of the residents. CHA has been awarded funding from the City of Charlotte’s Energy Efficiency and Conservation and Block Grant (EECBG) Program (known locally as Power 2 Charlotte) and the Housing Trust Fund as well as the North Carolina Housing Finance Agency (NCHFA). However, due to recent reductions in the Capital Fund appropriations, the redevelopment projects will be reassessed to determine the impact on the proposed scope of renovations.



# *Creating Community*



McMullen Woods- Affordable Housing



Section 8 Customer Service Week






Parktowne Terrace – Senior Public Housing

The Charlotte Housing Authority offers a variety of housing options to accommodate many family sizes and incomes. Expanding housing opportunities are being created through construction of new housing developments, acquisition of mixed-income communities, modernizing existing housing authority units, and providing gap financing or rental subsidies for units in partner developments that serve low income families. CHA is building communities of choice, not last alternative.

The next section of the Moving Forward Annual Report addresses CHA's housing stock for the period beginning April 1, 2010 and concluding March 31, 2011.

## GENERAL HOUSING AUTHORITY OPERATING INFORMATION

### Housing Stock Information

Public Housing Units							
	OBR	1BR	2BR	3BR	4BR	5BR	Total
<b>Total Mixed-Income Developments</b>	0	229	375	251	18	1	874
<b>Total Public Housing Developments</b>	747	499	526	490	179	28	2,469
<b>Total Units April 2010</b>	<b>747</b>	<b>728</b>	<b>901</b>	<b>741</b>	<b>197</b>	<b>29</b>	<b>3,343</b>
<b>Removals</b>							
April 2010 – March 2011	(16)	(44)	(77)	(96)	(65)	(20)	(318)
<b>Additions</b>							
April 2010 – March 2011	63	4	24				91
<b>Total PH Units at FYE 2011</b>	<b>794</b>	<b>688</b>	<b>848</b>	<b>645</b>	<b>132</b>	<b>9</b>	<b>3,116</b>
<p><b>Description of any significant capital expenditures by development (&gt;30% of the Agency's total budgeted capital expenditures for the fiscal year):</b> There were no capital expenditures at any development that were completed that were greater than 30% of the Agency's total budgeted capital expenditures for the fiscal year.</p>							
<p><b><u>Examples of maximizing the economic, physical, and social value of the Authority's real estate portfolio</u></b>            In FY11 CHA began renovations such as Wallace Woods Apartments' Heating Ventilation and Air Conditioning (HVAC) system and outdated windows and replacement siding projects at Claremont and Sunridge Apartments.</p>							
<p>Wallace Woods Apartments</p> 		<p>Claremont Apartments</p> 		<p>Sunridge Apartments</p> 			

Public Housing Units Added During the Year										
Property	Type	Accessible Features	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total PH units added
Hampton Creste	Supportive/ Transitional	ADA Compliant	213		4	24				28
McCreesh Place	Supportive/ Transitional	ADA Compliant	91	63						63
Public Housing Units Removed										
Property	Type	Justification	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total
Charlottetown Terrace	Seniors	Modernization -Supportive Services space	(179)	(14)	(4)					(18)
Boulevard Homes	Family	HOPE VI	(300)	(2)	(40)	(77)	(96)	(65)	(20)	(300)

Housing Choice Vouchers		
		Total
Number of MTW HCV authorized at the end of the Plan year, discuss any changes over 10%		4,573
Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes over 10%	85 Veterans Affairs Supportive Housing (VASH)	118
	33 Port Out	



Property	Type	Total Units in Developments	HCV Units Project-Based During FY11					Total
			1BR	2BR	3BR	4BR	5BR	
<b>HOPE VI Developments</b>								
940 Brevard	Senior/Mixed Affordable	100	60					<b>60</b>
Ashley Square at SouthPark	Family/Mixed Affordable	176	4	10				<b>14</b>
McAden Park (Seigle 60)	Family/Mixed Affordable	60	3	18	9			<b>30</b>
Mill Pond	Family/Mixed Affordable	168		23	28			<b>51</b>
Prosperity Creek	Family/Mixed Affordable	168	72	12				<b>84</b>
Seigle Point Apartment Homes	Family/Mixed Affordable	204	3	13	2			<b>18</b>
Springcroft @ Ashley Park / Live Oak Seniors	Seniors/Mixed Affordable	50	18					<b>18</b>
YWCA Families Together		10			7	3		<b>10</b>
Cherry Gardens	Seniors/Mixed Affordable	42	11					<b>11</b>
<b>Total Project-Based HCV Units</b>		<b>978</b>	<b>171</b>	<b>76</b>	<b>46</b>	<b>3</b>	<b>0</b>	<b>296</b>
<b>Overview of other housing managed by the Agency, eg., tax credit, state funded, market rate.</b>			There are 4 properties owned and managed by CHA's subsidiary Horizon Development. These properties are detailed below. They do not have any ACC units.					
<b>Development</b>	<b>Total Units</b>	<b>1BR</b>	<b>2BR</b>	<b>3BR</b>	<b>4BR</b>	<b>Type</b>		
Grove Place	36	0	24	12	0	Market Rate		
Oak Valley	50	0	32	18	0	Market Rate		
Valley View	49	0	29	20	0	Market Rate		
Villa Courts	36	0	36	0	0	100% Section 8 MF		

## Leasing Information – Actual

<b>Total number of MTW PH units leased in Plan year</b>	3,738
<b>Total number of non-MTW PH units leased in Plan year</b>	CHA does not have any non-MTW PH units.
<b>Total number of MTW HCV units leased in Plan year</b>	There were 4,398 MTW HCV under contract as of 3/31/2011.
<b>Total number of non-MTW HCV units leased in Plan year</b>	There were 72 non-MTW HCV under contract as of 3/31/2011.
<b>Description of any issues related to leasing of PH or HCVs</b>	There were no problems leasing public housing units in FY11. The VASH program had a problem receiving referrals until February 2011. The Veterans Administration (VA) did not have enough staff to provide CHA with referrals. This problem has been resolved and referrals have been made.
<b>Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the Plan year).</b>	There were 296 project-based vouchers in use at the end of the Plan year. There are an additional 238 project-based vouchers committed: Woodlawn House - Seniors (52), Moore Place - Family (51), McCreech Place II - Homeless (27), Steele Creek – Seniors (60), Everett House – Family (10), Lofts at Seigle Point – Family (38)

## Waiting List Information

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

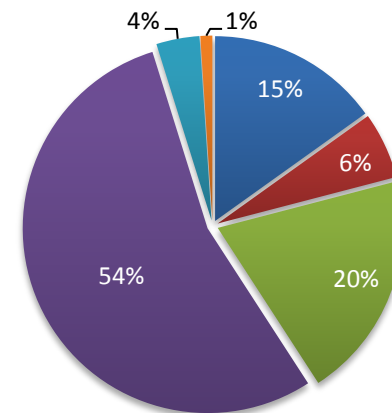
There were 2,457 applicants on the waiting list for conventional public housing as of April 12, 2011. Single households comprised 1,020 of the applicants and the remaining 1,437 were family applicants.

### Public Housing Statistical Data

Bedroom Size	Number of Applicants
0	850
1	161
2	777
3	497
4	169
5	3

### Public Housing Applicant Type

- Disabled
- Elderly
- Near Elderly
- Non Preference
- Homeless
- Displaced

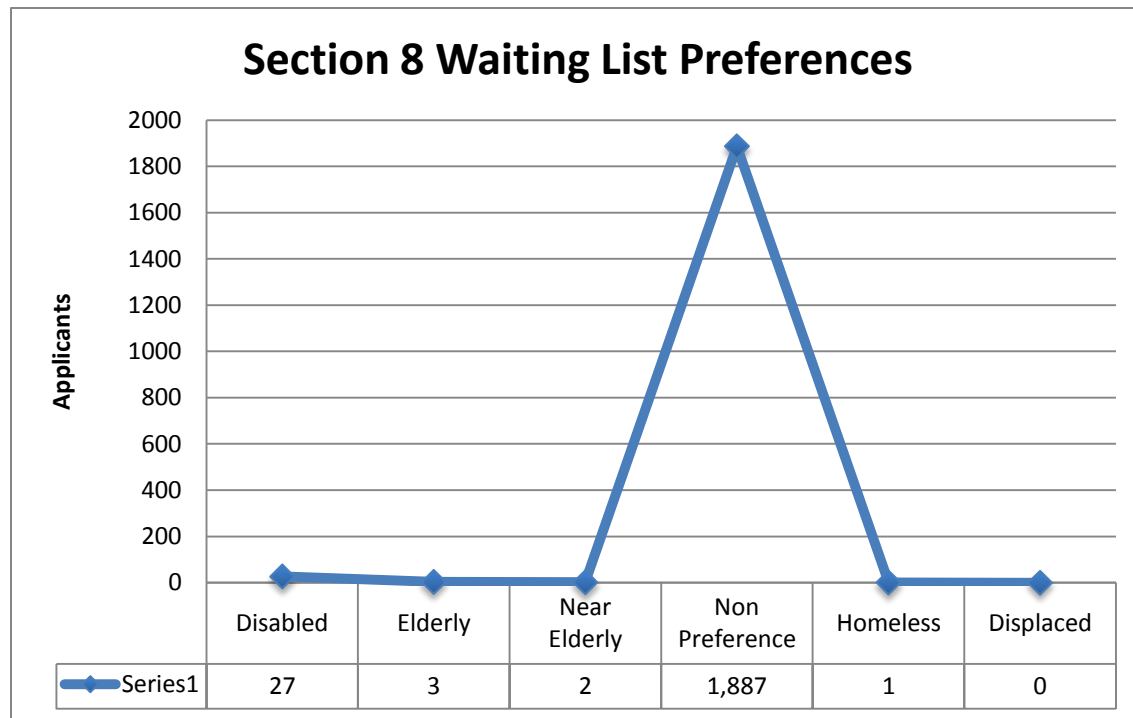


There were 1,920 applicants on the waiting list for the Section 8 program as of April 12, 2011. Single households comprised 210 of the applicants and the remaining 1,710 were family applicants. CHA does not track Section 8 wait list applicants by bedroom size.

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

The Housing Choice Voucher (Section 8) waiting list was closed all of fiscal year 2011.

The public housing waiting list is site-based. CHA opened its public housing waiting lists for two-bedroom and three-bedroom apartments for the non-senior/disabled housing communities in November 2010. Waiting lists are reviewed quarterly by site and bedroom. The waiting lists are opened and closed (by site or bedroom) depending on the length of the list as a result of the quarterly reviews.



# Building Partnerships



Charlotte-Mecklenburg Schools Superintendent  
Dr. Peter Gorman with Jennifer Gallman on the  
CHA Today Show



City Dive Career Development Facilitator



Asst. Secretary Sandra Henriquez, County  
Commissioner Vilma Leake, and Congressman  
Mel Watt at the Boulevard Homes Hope VI  
announcement

CHA recognizes that building partnerships is a requirement, not an option or a trend, for a comprehensive solution to addressing affordable housing needs in the Charlotte community. The Charlotte Housing Authority sees collaborating, partnering, and networking as drivers for the success of the agency's Moving Forward Initiative. The agency has developed a Collaborative Partnership to formulate solutions that address affordable housing needs from unit development to supportive services. Additionally, the agency has formed an Advisory Council to help promote local legislative changes and gain political support for the agency's business plan.

Partnerships are vital in the acquisition and development of housing and in promoting client self-sufficiency. The Boulevard HOPE VI revitalization is identified as one of Charlotte's most innovative and constructive partnerships. Representatives from various facets of industry in Charlotte partnered to develop a plan that will provide multi-family and senior housing; a signature K-8 school; childcare center; indoor track/recreation facility; state of the art community center; and a greenway.

## NON-MTW RELATED HOUSING AUTHORITY INFORMATION (Optional)

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### **New Administrative Office**

CHA has purchased an existing office building located at 400 East Boulevard to house its administrative offices which are currently in four separate office buildings in the City. Having all the offices in one location is a key component in providing excellent service to all CHA customers. This new office will better serve those who rely solely on public transportation, which has been identified as the greatest barrier to success for low and very low income residents. The organization started the design development process for the rehab in the winter of 2010 with construction slated to start this fall.

### **MWBE & Section 3 Participation**

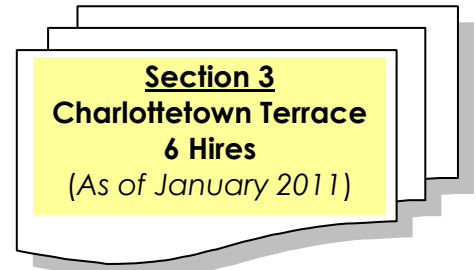
CHA is committed to helping the residents of its communities move towards self-sufficiency by providing opportunities for training and employment. CHA provides employment opportunities by encouraging its many contractors to hire qualified residents of CHA communities, connecting residents to job training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

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

During FY11, ninety-three (93) new jobs were created as a result of CHA endeavors and sixty-three (63) of those new hires were Section 3 residents. Efforts are continuously being made to notify residents about upcoming projects and opportunities.

Other Section 3 Highlights:

- Increased the total number of registered Section 3 residents by 74% - (376 registered Section 3 residents, of those, 279 are public housing residents).
- Increased the number of Section 3 business concerns by 75% - a total of 66 certified.
- Section 3 businesses received CHA funded contracts for a total of \$4,681,000.
- More than 200 businesses participated in the *How to Do Business with CHA* workshop that focused on Section 3 business concerns and opportunities.
- Notified residents about Section 3 through community and individual meetings, mailings, newsletters, the website, and flyers.
- Referred residents to contractors for open positions.
- Notified residents of employment opportunities outside of CHA project jobs.



**Joseph "Joe" Johnson**  
*Project Manager, J.M. Wilkerson*

**How has it been partnering with Section 3 businesses on this renovation?**

"There is a misconception in the construction industry about working with Section 3 businesses and that misconception is that a Section 3 business may not be able to or have the resources to perform as well as a non-Section 3 business. This is not true. The partnership with Sovereign and the Section 3 subcontractors being utilized for this project has been mutually-beneficial. We use each other's strengths from the Section 3 program and business sides to allow both sides to expand as a company and provide absolutely the best service possible.



**Johnny B. Broom, Jr.,**  
*Hoist Operator for J.M. Wilkerson/Sovereign, Section 3 Resident, and Relocated Charlottetown Resident*

**How does it feel to be a part of the renovation to Charlottetown Terrace?**

"It really feels good to know that I am part of something that is going to help someone else along the road."

**How has obtaining this job impacted you?**

"I look forward to coming to work. I enjoy working with Ricky (Site Manager of Project) and the rest of the crew at JM Wilkerson/Sovereign and hope to stay on when the project is complete."

### **Family Self-Sufficiency in CHA Communities**

CHA's Transitional Family Programs (TFP) program incorporates both Housing Choice Voucher Family Self-Sufficiency (FSS) and Public Housing FSS programs, including First Ward Place where the HOPE VI grant has now closed but services continue. The TFP serves about 265 families a year. In 2010, four (4) participants bought a home and 14 moved to market rate rental, while another 10 began the home ownership classes. Seventy-six percent (76%), or 39 of 51, of those who were unemployed at the beginning of 2010 had found a job within the year and all six of the part-time employees were working full-time. Escrow figures for TFP are impressive. In addition, 72 participants either enrolled in or completed an educational program.

CHA's Family Self-Sufficiency Program (FSS) was launched in 1993 to provide services to residents in 202 units impacted by our first HOPE VI grant. CHA now provides HOPE VI FSS services to families in 532 units at 13 different sites. Since 1993, CHA has had 386 FSS graduates move to private rental and 255 buy a home. Overall, 1,505 participants have left the program with 761 heads of household successfully completing the five-year program, for an 18 year success rate of 51%. CHA is also providing services to the residents of the site that was awarded a FY09 HOPE VI grant, Boulevard Homes. As of this writing, demolition of this site is underway and 100% of the residents have been relocated. FSS services are underway and reporting will begin soon.

CHA is now in the process of launching its MTW Moving Forward Supportive Services programming, which now include the programs mentioned above, as well as wrap-around supportive case management to residents of three additional conventional public housing sites: Leafcrest, Tarlton Hills, and Cedar Knoll (a total of 118 additional units receiving intensive case management services designed to move households to self-reliance). Under an MTW Moving Forward Supportive Services contract, residents will be provided intensive case management as they take the steps necessary to meet CHA's new work requirement. When a family's household adjusted income reaches \$12,500, they will be eligible to start receiving a monthly incentive escrow account deposit, given there is some form of working wages included. Depending on the amount of adjusted income the incentives will range from \$25 to \$100. Incentive account deposits will end when the adjusted income including wages reaches 70% of Area Median Income (AMI) or three years after reaching 40% AMI. This is further explained under the Rent Reform Initiative section of the MTW Annual Report.

### **Charlotte Housing Authority Receives CAFR Award**

CHA received a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). This is the sixth consecutive year the agency has received this award.

CEO Charles Woodyard commented that "It is a reflection of the professionalism and dedication of our staff for maintaining excellent financial reports".

The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting. Attaining this award demonstrates a significant accomplishment on behalf of the Charlotte Housing Authority's Finance Department. The Finance team works very hard year round to keep CHA's financial records and reports up to date and accurate.

An impartial panel judged the Charlotte Housing Authority CAFR to meet the high standards established within the GFOA guidelines for the CAFR awards. GFOA is a nonprofit professional association serving approximately 17,500 government finance professionals with offices in Chicago, IL and Washington D.C.

#### **Prudential Carolinas Realty Donates Money for Charlotte Housing Authority Youth Education**

At the October 19, 2010 CHA Board meeting, Prudential Carolinas Realty presented a check for \$982 to CHA President/CEO Charles Woodyard and Board Chair Joel Ford. The funds donated to CHA provide schools supplies for children who are part of a family who receives assistance from the agency. Prudential Carolinas Realty also promotes a winter fundraiser for the agency and sponsors children during the Christmas Holiday. They have been committed to this effort for over 13 years.

#### **National Award of Excellence**

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

- **The Hall House Project**

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



- **Strategic Asset Model**

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

### **CHA Programs Receive \$919,450 in Grant Funding in FY11**

CHA received five grants totaling \$769,450 to help family heads of household achieve self sufficiency and to help our elderly and disabled population receive the services they need to be able to maintain independence.

For self-sufficiency services, CHA received five grants:

- \$48,233 from HUD to hire a coordinator to provide case management services to Section 8 participants seeking to become self-reliant. This is a renewable grant.
- \$30,000 over two years from the Charlotte Area Transit System to provide bus passes to Section 8 participants and Section 9 residents engaging in job search activities or attending job training classes.
- \$25,000 from the Bank of America Foundation to finish out the computer lab and provide services at the Center for Employment Services.
- \$3,800 in an in-kind contribution from Charlotte-Mecklenburg Workforce Development Board for four new computers for the Center for Employment Services so the center can function as an Access Point to the JobLink System.
- \$662,417 from HUD's ROSS Service Coordinators Grant program. This is a three year grant and funding is being used to place service coordinators on site at Edwin Towers, Parktowne Terrace, and Strawn Apartments. Another funding stream is used to place a service coordinator at CHA's other high rise, Charlottetown Terrace. This grant is renewable. The Service Coordinators will link residents to services that will allow them to be able to age in place.

The CHA grant writer also submitted a sixth grant for funds that were awarded to The Salvation Army to provide rental subsidies to formerly homeless families:

- \$150,000 from the Critical Need Response Fund in a grant prepared and submitted by CHA on behalf of The Salvation Army to provide rental subsidies and services to formerly homeless families now living in a transitional housing program at a CHA development, Hampton Creste.

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

### **ROSS Family and Homeownership Accomplishments 2010-2011 (program ended September 2010):**

The program provided funds for job training and supportive services to help assisted (low-income) housing residents become self-sufficient. The grants link low-income housing residents to services that lead to self-sufficiency. ROSS grants are awarded from HUD to housing authorities, resident organizations, or non-profit organizations acting on behalf of low-income housing residents.

#### Accomplishments:

The on-site GED program enrolled five (5) participants.

Computer keyboarding and word processing classes were held three (3) times in the year.

Vocational training classes graduated 23 participants.

Healthcare certificates were issued to five (5) participants.

GED certificates were issued to three (3) participants.

Community life skills (self-improvement and self-awareness) classes were held three (3) times in the year.

Financial literacy classes were held nine (9) times during the year.

Childcare assistance was provided to 12 participants.

Bus passes were issued to 25 participants.

Family outreach was provided to 400 households.

Referrals for supportive services (food, clothing, housing and utility payment assistance, mental health, job training and placement, job leads, and homeownership packages) were made to 80 households.

### **ROSS Elderly/Disabled Accomplishments 2010-2011**

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

#### Accomplishments:

Outreach to the elderly and disabled was conducted 1,012 times.

Transportation was provided 921 times.

Health and wellness programs were provided to 66 individuals.

Education workshops (hospice, living will, will) were provided to 21 individuals.

Activities of daily living (Mecklenburg County Senior Center activities: jazzercise, walking classes, and arts/crafts); and Exercise Classes Sponsored by Arthritis Services at Wilmore Center (support groups, special events, and on-site programming) had a total of 2,517 participants.

Computer Classes were attended by 19 individuals.

A business license (Maudigra-Poetry Marketing) was issued to one (1) individual.

## LONG-TERM MTW PLAN

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The long term MTW plan consists of strategies which are designed to help address the unmet affordable housing need in Charlotte by leveraging supportive services to move families to self-reliance, building mixed-income communities that de-concentrate poverty, and expanding CHA's jurisdiction for development.

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

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

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

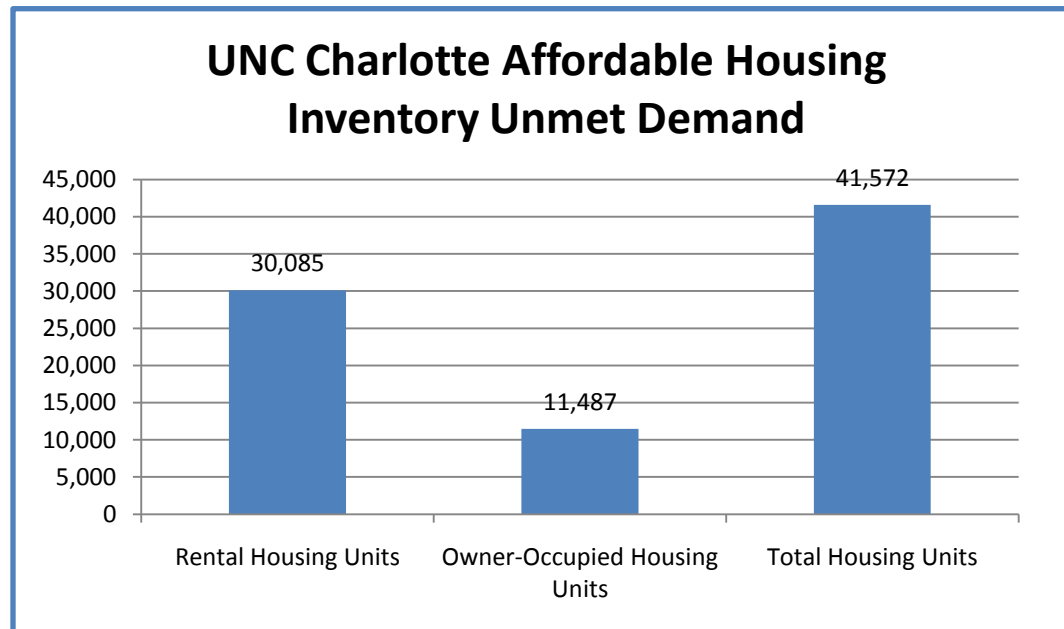
CHA recognizes that some of the agency's efforts will have to be considered within the framework of the regulatory environment of the local, state, and federal governments, in addition to the collective community conscience regarding affordable housing and the private sector market forces that most directly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

- Defining and Understanding the Need for Affordable Housing

In order to identify and quantify the unmet housing need in Charlotte, CHA, in partnership with its Affordable Housing Study partners, engaged the University of North Carolina at Charlotte (UNCC) to conduct an affordable housing inventory assessment. A copy of the study can be accessed at

<http://www.cha-nc.org/documents/ComprehensiveAffordableHousingMarketStudyReportSept.pdf>.

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



- Addressing Public/Private Marketplace Factors

CHA is expanding its role in transitional and supportive housing by providing more units and rental subsidies in the Charlotte community. Some of the challenges the agency is facing and will need to address over the next few years are:

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

- Determining the Appropriate Structure, Mission, and Coordination

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

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

- Advancing Suitable Regulatory Reform

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

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

- *Mobilizing Adequate Resources*

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

- *Executing Communication/Advocacy Strategies*

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

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

# *Empowering Families*



CHASF Scholar Lejeana Black & CHA Youth Coordinator



Student using computer in CHA site computer lab



*With Every Heartbeat is Life* participants

The Charlotte Housing Authority had taken the position before becoming an MTW agency that the needs of all family members must be addressed to end the cycle of generational poverty. CHA does this in many ways, such as:

- Connecting CHA youth to the Charlotte Housing Authority Scholarship Fund, Inc., which makes funds available for public housing and Section 8 youth to attend college;
- Working with Nurse Family Partnership, a maternal and early childhood health program, which provides care and education to build a foundation for first time mothers;
- Installing computer labs at CHA family sites; and
- Opening the Center for Employment Services.

CHA had programs and services in place prior to the implementation of Moving Forward; however, through the use of MTW flexibility, an increased amount of families are now being served. Modification of the rent calculation to include an incentive savings account and providing case management support for many families are examples of CHA encouraging self-sufficiency. CHA is operating on the premise that if more families can function without a federal subsidy, then more units and/or vouchers will become available to serve families on the CHA wait lists.



## PROPOSED MTW ACTIVITIES

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The following describes activities that were proposed in the plan, approved by HUD, but not implemented during the fiscal period April 1, 2010 – March 31, 2011.

### **Initiative 1**

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

#### Activity Description:

CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), is under contract to acquire the general partnership interest in Little Rock Apartments, a 240 unit Section 8 multi-family project. Horizon's control of Little Rock Apartments is vital to the success of the redevelopment of Boulevard Homes, CHA's adjacent, 300 unit, public housing development. By controlling Little Rock, CHA will 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.

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

#### **Implementation Delay:**

The implementation did not begin in FY11 because the closing was delayed. A closing is anticipated by the end of June 2011.

## **Initiative 2**

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

### Activity Description:

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

### **Implementation Delay:**

The implementation did not begin in FY11 because the closing was delayed. CHA is waiting to close on financing through the use of the HUD 221(d)(4) loan program.

## **Initiative 3**

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

### Activity Description:

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

This is a 50 unit pilot program with similar requirements and processes as the current W.I.S.H. program. The program's criteria is required for each respective group; however, if those referred families are on CHA's waiting list, they will

have preference. W.I.S.H. has established operating procedures, landlord relationships, administrative staff, and the ability to deliver wrap-around services. The partnership will enable delivery of supportive services at no cost to CHA.

The families will either be working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). The program will target families who are situationally or transitionally homeless. The program may also provide for the use of the subsidy to prevent homelessness by providing assistance to families ready for transition from local shelters. It is a collaborative effort that joins local agencies which are already providing services to this community with funds from the faith community, the corporate community, and the public sector. W.I.S.H. uses “the ability to pay” method which bases the tenants rental 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 five (5) years by providing comprehensive family development via social work, intensive case management, and access to services while the family is permanently housed in a stable apartment community.

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

**Implementation Delay:**

The implementation did not begin in FY11 because the program scope was not fully defined in order to be approved by the CHA Board of Commissioners.

**The following identifies other activities proposed in FY11 and their implementation status.**

- Amend the Section 8 Housing Assistance Payment (HAP) Agreement – The activity was initially approved in FY09; however, implementation was delayed. In FY11 the activity scope was modified to mandate direct deposit and clarify CHA liability for payment prior to the authorized move in date. CHA completed the activity in FY11 and will report on this in the Study and Policy Initiatives section of Ongoing MTW Activities.
- Alternate Review Process – This activity was approved in FY09; however, it had not been implemented due to delays in CHA Board approval and then the CHA’s need to implement HUD’s new 50058. The bi-annual reexamination process for elderly and disabled households began in December 2010. This activity is reported on in the Rent Reform section of Ongoing MTW Activities.
- Rent Reform and Work Requirement – This activity was approved in FY10; however, due to modifications in the scope of the activity, as well as CHA’s transition to the new HUD 50058, the activity was not implemented until December 2010. This activity is reported on in the Rent Reform section of Ongoing MTW Activities.

- Housing for Persons with Disabilities, Special Needs, and Homeless – The activity was approved by HUD in FY09 and CHA did pursue it during the fiscal year; however, it was modified in FY11 to allow supportive housing providers with public housing assistance to waive the lease term requirement in public housing. This flexibility was used in FY11 for McCreesh Place which will be discussed in the Local, Non-Traditional Initiatives section of Ongoing MTW Activities.
- Place Public Housing Units to Serve Homeless Families at the Hampton Creste Apartments and to Implement a Supportive Self-Sufficiency Program – This activity was approved in FY11 as a second amendment to the plan. The implementation began in FY11 and will be reported on in the Local, Non-Traditional Initiatives section of Ongoing MTW Activities.
- Provide Gap Financing to Construct Units at McCreesh Place – This activity was approved in March 2010, but placed as a first amendment to the FY11 Moving Forward Annual Plan. The activity is reported on in the Local, Non-Traditional Initiatives section of Ongoing MTW Activities. It is also referenced in the Community Based Rental Assistance area in Ongoing MTW Activities.
- Acquisition and Renovation of Senior Housing at Woodlawn House – In March 2010, CHA received approval through the broader use of funds authority to pursue this activity and included it as a first amendment to the FY11 Moving Forward Annual Plan. Since that time, the scope of the activity has changed and this MTW flexibility is no longer needed. CHA initially planned to house seniors outside of the agency's Section 8 and Section 9 program; however, all residents will be 30% and below the area median income and be drawn from the CHA waiting list. Woodlawn House is reported in the Unit Production area in Ongoing MTW Activities.

## ONGOING MTW ACTIVITIES

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

## LOCAL, NON-TRADITIONAL INITIATIVES

### *Initiative 1*

CHA received approval through the MTW broader use of funds to provide gap financing to construct units at McCreesh Place in the last month of FY10. The agency amended the FY11 annual plan to include the activity, and implemented the activity in that year; however, completion will not occur until the end of calendar year 2011.



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

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

The proposed benchmark was for the minor rehabilitation of 63 Section 9 units and the construction of 26 Project-Based Section 8 units. In the last month of the fiscal year, the project was 6% complete. Construction is expected to be completed in November 2011 and the units will be online immediately after the Certificate of Occupancy is issued. A delay was caused by HUD issues related to the conflicts between the supportive housing operating rules and regulations. CHA has documented lessons learned from the challenges in this activity: 1) conduct all research up front to ensure that no HUD or other deed restrictions are on an existing property prior to making the decision to move forward; and, 2) gain a comprehensive understanding of the project first including how the property currently operates and how those operations might be affected by public housing and/or Section 8 regulations. Outcomes on the impact of the project will be reported in the FY12 Moving Forward Annual Report.

There have been no changes in the benchmarks, metrics, data collection, or authorizations proposed in the FY11 annual plan. The authorizations used are: 1) Attachment D, Community Specific Authorizations, through which CHA may use MTW funds to provide housing assistance for low-income families, as defined in section 3(b)(2) of the 1937 Act, and services to facilitate the transition to work, whether or not any such use is authorized by Sections 8 or 9 of the 1937 Act, provided such uses are consistent with other requirements of the MTW statute; and, 2) Attachment C:B.2. and 4 and C.2., 9., and 10.

## UNIT PRODUCTION INITIATIVES

### *Initiative 1*

CHA was approved to implement the site-based waiting lists for public housing and Project-Based Section 8 units in FY09. The activity began in the same year.

CHA continues to manage the waiting lists for public housing and Project-Based Section 8 units at the site level. In FY11, there were 90 offers made for housing at CHA managed properties. A total of 75 persons (83%) accepted the first offer, while 15 applicants rejected the first offer. Typical rejections were in the form of no response to first or second offers. During the past year, CHA was focused on relocating families for the City government who were in houses deemed inhabitable and granted an internal transfer.

Site-based waiting lists decreases the percentage of first offers rejected by allowing applicants to apply at the site of their choice, rather than accept first available on a centralized waiting list. The wait 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 previous year, CHA did not report on the number of applicants removed for not accepting the 3<sup>rd</sup> offer because the software was not in place to calculate the proposed metric. Software changes have been made, therefore, the data collection method has changed to allow CHA to accurately calculate number of first offers accepted for public housing move-ins during April 1, 2010 – March 30, 2011. The benchmark or metric remain the same for this initiative.

The waiver used for this activity is Attachment C: C and D: 4.

### Initiative 2

In FY11, CHA removed the activity to revise the subsidy structure for developments in which CHA is the Direct Developer because it is no longer economically feasible. In order to make the initiative beneficial, the subsidy structure would need to extend beyond the MTW period. This would require the creation of a reserve which is impractical given the size needed. The activity was approved in the FY09 Annual Plan, but was never implemented.

### Initiative 3

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

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

The recent economic downturn allowed CHA to increase unit production in higher income areas of Charlotte in a shorter period of time and at a lower cost than building new units. CHA's goal is to add 100 units per year at an average cost of \$120,000 or less per unit. In FY09, CHA acquired 110 units with an average cost of \$59,863 per unit. In FY10, CHA acquired 566 units using MTW flexibility at an

average cost of \$57,974 per unit. It is noted that 223 of these units did not require rehabilitation. In FY11, CHA (through its subsidiary Horizon Acquisition Corporation) anticipated closing on the acquisition of the general partnership interest of Little Rock Apartments, a 240 unit complex at \$49,753 per unit. This closing is now scheduled for FY12.

Due to the slowing of acquisitions because of funding, CHA is reconsidering its benchmark of 100 units per year. All current MTW funds are allocated for development initiatives; however, CHA is still looking at opportunities.

There are no changes to the metric. The agency used the waiver from Attachment C: B. 1. B.; however, in FY12 the agency will be adding 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.

### Initiative 4

The Charlotte Housing Authority was approved to implement land acquisition for future affordable housing in FY09. The activity was implemented in the same fiscal year. The purpose of the activity is to secure as many good locations as possible along the new transit corridors and light rail as well as in rapidly developing areas of Charlotte to expand housing choices. MTW flexibility enables CHA to option and purchase land (or sites appropriate for demolition and/or rehab) without funding development plans in place which could result in the loss of key opportunities. CHA will certify that it has met the HUD Site Selection Standards.

The benchmark was to acquire one (1) site every two (2) years which would provide a development opportunity of a minimum of 50 units. CHA has been fortunate enough to exceed the benchmark with an acquisition each year since approval. In FY09, CHA acquired a multi-family site that will accommodate 99 units. The site was 10

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

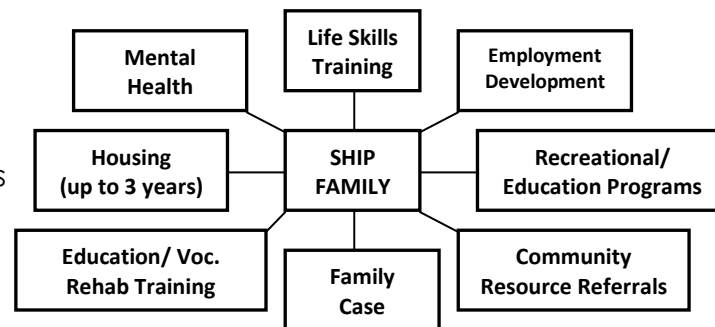
acres at \$90,000 per acre. In FY10, CHA acquired land to develop 120 units of senior housing. The cost for the land averaged \$8,810 per unit. In FY11, CHA purchased a property located adjacent to Savanna Woods, a CHA owned development. MTW funds were used to purchase the property and the short term strategy is to “land bank” the property to enhance the planned phase II development of Savanna Woods.

There is no change to the benchmark, metric, or data collection methodology. The authorization used to move in a timely, cost efficient manner in acquiring properties is attachment C: C. 13.



## Initiative 5

CHA was approved to implement an activity to utilize public housing units to serve homeless families at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2<sup>nd</sup> amendment to the FY11 annual plan. The agency began implementation in FY11. The apartments are owned by CHA's non-profit subsidiary, Horizon Development Properties, Inc. and will be refinanced and rehabilitated into a mixed-income community. The activity has been branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Creste. The Salvation Army (TSA) is responsible for providing the supportive services.



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

During the MOU process, TSA agreed to use the CHA's Supportive Services reporting tools to help streamline all supportive service programs under CHA. As a result, the SHIP at Hampton Creste will be following the metrics established for CHA's other supportive service programs, and includes two original measures under Sections 1 and 2 in Chart H1. The establishment of baselines will begin once the MOU is finalized between CHA and TSA. In addition, the partnership is considering expanding the three (3) year term limit to five (5) years or transitioning the families to FSS sites at the end of year three (3). There will be 60 ACC units operating as part of the community partnership to serve homeless families, 40 units will be restricted to families making 40% area median income and the remaining 113 units will be restricted to families making 80% area median income.

Program updates include:

- DSS has assigned an additional case worker who will be working with the Hampton Creste community and have an on-site office.
- Parent University has begun a monthly class and has an average of 50% participation from the 30 families. Additional workshops and classes are being sought based on the needs of the families.
- The construction consists of rehab/prep units and conversion renovations. In March 2011, the overall project completion was 77%. The percentage of project completion moved slower due to the discovery of additional

mold and asbestos containing materials found during the demolition of the units under construction. The construction is scheduled to be 100% completed in June 2011.

- CHA is finding it challenging to lease up the market rate units due to preconceived notions about the homeless families residing at the apartments.

Chart H1

<b>Supportive Housing Innovative Partnership (SHIP) at Hampton Creste Anticipated Outcomes</b>				
	<b>Metric</b>	<b>Baseline</b>	<b>3 Year Benchmark</b>	<b>Actual as of 3/31/11</b>
<b>1. Increased Supportive Housing Units w/Self-Sufficiency Component</b>				
	<i>Number of supportive housing units</i>	<u>0</u>	60	30
<b>2. Residential Stability</b>				
	<i>Number of residents who move to housing with less support</i>	<u>0</u>	70% (42 of first 60 families)	2
	<i>Number of families who do not return to homelessness</i>	<u>0</u>	95% (57 of first 60 families)	25

There are several authorizations used for this activity: Attachment C., C.1, C.2., C.9 (b), C.11 and Section E.

### **Initiative 6**

In FY09, CHA was approved to develop an affordable housing program with Charlotte-Mecklenburg Schools (CMS). This initiative was designed to produce mixed-income affordable housing units at school sites. Due to budget cuts within CMS, this activity has not been implemented. CHA initiated the activity because it is an innovative partnership.

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

<b>Fiscal Year</b>	<b>Property or Location</b>
<b>2009</b>	Boulevard Homes HOPE VI

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

## PROJECT-BASED SECTION 8 INITIATIVES

### *Initiative 1*

In FY09, CHA was approved to implement housing for persons with disabilities, special needs, and homeless. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden. The activity was implemented in FY09.

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

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

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

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

There have been no changes in the metric, data collection, or authorizations proposed in the FY11 annual plan. The authorizations used are Attachment C:B.2. and 4 and C.2., 9., and 10.

## **Initiative 2**

In FY09, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in the same year. The activity was initiated to simplify the selection process in order to maximize the number of quality Project-Based Section 8 units throughout Charlotte.

CHA adopted a CBRA process in accordance with this MTW initiative. The goal of this initiative is to place as many CBRA units as possible in the following areas:

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

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

Year Completed	Development	Number of Units	Neighborhood Category
Pre-MTW	Prosperity Creek	84	Stable
	McAden Park	30	Stable
<b>Total Pre MTW</b>		<b>114</b>	
FY09	940 Brevard	60	Transitioning
FY09	Springcroft @ Ashley Park / Live Oak Seniors	18	Stable
FY09	Seigle Point	18	Stable
FY09	YWCA Families Together	10	Stable
<b>Total FY09</b>		<b>106</b>	
FY10	Ashley Square at Southpark	14	Stable
FY10	Mill Pond	51	Stable
FY10	Cherry Gardens Senior	11	Stable
<b>Total FY10</b>		<b>76</b>	
FY12	Everett House	10	Stable
FY12	McCreesh Place II	26	Stable
FY12	Charlotte Local Rental Subsidy	50	Scattered sites
FY12	Lofts at Seigle Point	38	Stable
FY12	Steele Creek Seniors	60	Stable
FY12	Woodlawn House	52	Stable
FY12	Moore Place	51	Challenged
<b>Total Anticipated FY12</b>		<b>287</b>	
FY13	Boulevard Family (HOPE VI)	23	Challenged
FY13	Boulevard Seniors (HOPE VI)	20	Challenged
FY13	Savanna Woods	10	Stable
<b>Total Anticipated FY13</b>		<b>53</b>	

There have been no changes in the data collection or authorizations proposed in the FY11 annual plan. The authorization is Attachment C: D.7. 1 - d.

## ACHIEVE ADMINISTRATIVE EFFICIENCIES

### *Initiative 1*

HUD approved the adoption of investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid, and obtains competitive yield in FY09. The agency implemented this initiative in the same fiscal year.

Initially the investments in securities eligible under NC state law provided exceptional yields for CHA; however, the market downturn that started during the latter part of 2009 continued throughout 2010, lowering both the earnings received on the agency's checking accounts and the funds invested in the North Carolina Capital Management Trust. The commercial paper market however, did show improvement in late 2010. At the end of January 2011, CHA took advantage of the increased rates and purchased A1P1F1+ rated commercial paper at triple the interest rate earned on the checking accounts. This allowed CHA to close out the fiscal year with \$3,380 in additional earnings than would have been earned under the standard HUD investment policy.

	Bank Rate	Earnings Rate	Earnings Differential
4/30/2010	0.18%	0.11%	\$ (115.87)
5/31/2010	0.18%	0.15%	\$ (42.42)
6/30/2010	0.18%	0.17%	\$ (9.21)
7/31/2010	0.18%	0.20%	\$ 53.00
8/31/2010	0.18%	0.20%	\$ 47.34
9/30/2010	0.18%	0.16%	\$ (29.79)
10/31/2010	0.18%	0.14%	\$ (61.86)
11/30/2010	0.18%	0.12%	\$ (98.60)
12/31/2010	0.18%	0.13%	\$ (82.86)
1/31/2011	0.18%	0.58%	\$ 222.92
2/28/2011	0.18%	0.58%	\$ 1,624.46
3/31/2011	0.18%	0.58%	\$ 1,873.33
			\$ 3,380.44

There have been no revisions in the benchmark, metric, or data collection methodology. No new authorization was used. The specific provision of the act that is waived under MTW is Attachment C: B: 5.

## RENT REFORM INITIATIVES

### **Initiative 1**

An alternate review process was approved by HUD for FY09. The new process allows for a bi-annual reexamination process for elderly and disabled families. The schedule requires residents whose anniversary month is an even month (February, April, June, August, October and December) to recertify during the even years beginning 2010. Those participants whose anniversary month is an odd month (January, March, May, July, September, November) will recertify in the odd years, beginning 2011. The Enterprise Income Verification (EIV) System reports are still used during recertification. CHA also began conducting criminal background checks at recertification for family members 16 years of age or older.

Implementation of the alternative review process began December 2010. Since the fiscal year concluded on March 31, 2011, only one (1) month (February) was skipped. There were 95 recertifications skipped in February for public housing and 31 recertifications for Section 8. The benchmark is a decrease of 1,000 – 1,200 recertifications annually for elderly and disabled households; therefore, the overall impact cannot be assessed at this time.

There have been no changes in the metrics, data collection, or authorizations for this activity. The authorization is Attachment C: C.4.

### **Initiative 2**

CHA received approval to implement rent reform and a work requirement in the FY10 annual plan. The activity continued to go through modifications in order to simplify the calculation of families total tenant payment to provide a financial incentive for participants to increase their earnings, as well as allow time for upgrades to the Yardi software system to accommodate the new 50058. *(The use of the new 50058 is a HUD requirement when a rent reform is implemented.)* Elderly and disabled household participation in the work requirement is voluntary. They are mandated participate in rent reform. The rent simplification applies to both public housing and Section 8.

The new rent calculation is an income-based, stepped flat rent with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 – \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total rent payment by the tenant would be \$125. Annual adjusted income will be used to establish the income band. Escrow deposits will begin when the household adjusted income including wages reaches \$12,500 and ends when the household adjusted income reaches 70% of Area Median Income (AMI) or 3 years after reaching 40% of AMI, whichever comes first. Incentive accounts can be disbursed for any reason when they leave subsidized housing if they leave in good standing. But while



they continue to receive a subsidy, withdrawals are limited to amounts needed to help participants overcome specific verifiable barriers to work. A ceiling flat rent was established at CHA Fair Market Rents.

In FY11, the Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Section 8 participants on December 1, 2010. Roundtable Information sessions and handouts of "Frequently Asked Questions" began in August. Community meetings were held in late October and early November at all sites and at Participant Advisory Council (PAC) meetings to educate the residents of the change. New total tenant payment notices were issued in late October effective for December 1, 2010.

Participants are still granted interim rent recertifications between annual recertifications provided they have met the established criteria. If there is a decrease in the family's income or an increase in medical expense or childcare expense which is expected to last longer than thirty days (and will change their flat deduction eligibility), the participant may request that an interim recertification be performed. Participants must still report changes in family size.

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

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

<b>Medical Expenses</b>	<b>Medical Deduction</b>	<b>Childcare Expense</b>	<b>Childcare Deduction</b>
\$0 - \$2,499	\$0	\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$2,500	\$2,500 - \$4,999	\$2,500
\$5,000 - \$7,499	\$5,000	\$5000 - \$7,499	\$5,000
\$7,500+	\$7,500	\$7,500+	\$7,500

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

The Hardship Policy, Work Requirement and examples of alternative rent schedules are included in the Appendices.

The metrics or data collection method have not changed for this activity; however, because of the two (2) year lag in development and implementation, the baselines and benchmarks were reestablished. There was a significant increase in the number of working households, which may account for the slight drop in annual earned income.

Anticipated Impact	Metric	Original Baseline	Revised Baseline	Revised Benchmark	Actual (For one quarter only)
Increase in earned income	Amount of earned wages	\$12,903	\$ 13,326	\$13,659 (2.5%)	\$13,125
Increase number of members with earned income	Number of working households	1,980	1,303	1,433 (10%)	1,872
Decrease number of households paying minimum rent	Number of minimum renters	1,486	1,351	1,216 (10%)	1,615

The agency is using authorizations listed on Attachment C: C.4., C.5, C.11, D. 2.a and E.

## INSPECTION AND HQS INITIATIVES

### *Initiative 1*

CHA proposed the Occupancy Training activity in FY08. The activity implementation began in the same fiscal year. CHA continues to provide mandated Good Neighbors Training to all new and existing Section 8 and Section 9 applicants entering the program. The training is designed to assist families' acclimation to a neighborhood. Participants learn more

about being “Good Neighbors” by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, and conflict resolution.

In March 2011, CHA began hosting Good Neighbor Training twice a month. The Section 8 Department is developing a policy that requires participants to attend Good Neighbor Training when they request a unit transfer in order to expand the number of existing participants that complete Good Neighbor Training. The training is a component of the briefing that all participants must attend prior to the issuance of a Section 8 voucher. Public housing participants began attending Good Neighbor Training in March 2011. For FY11, 837 participants completed Good Neighbor Training. This includes 102 persons from the public housing wait lists and 305 persons from existing conventional public housing.

CHA continues to have a benchmark of 300. CHA is conducting the Good Neighbor Training in an effort to decrease the number of lease or program violations that lead to terminations.

The data collection methodology has changed. Previously CHA was reporting on all Section 8 violations and terminations each year. After discussions with the Center for Urban and Regional Studies researchers conducting the agency’s MTW Evaluation, the agency is reestablishing the baseline and will only count violations and terminations of persons who have completed the Good Neighbors Training. In addition, only violations and terminations related to topics covered in the Good Neighbor Training and briefings will be included in the count.



There are no changes to the benchmarks, metrics, or 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.

## **Initiative 2**

The activity to modify the Section 8 Inspection procedures for Project- Based Section 8 (PBS8) units was approved by HUD and implemented in FY09. The activity waives the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed PBS8 units and utilizes local Building Standards Inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move in inspection.

The benchmark was to use this process on 20% of the new units which results in a \$100 cost savings per unit. The use of the Certificate of Occupancy has been effective for CHA in that during the first quarter of FY11, CHA utilized this process for 46 of the 57 units and saved \$2,300. During the second quarter of FY11, the remaining 11 units were leased using a CO and an additional \$550 in savings was recognized. The Certificate of Occupancy savings were used on the leasing of Mill Pond and Ashley Square apartments.



### **Initiative 3**

CHA received approval in the FY09 annual plan to amend the Section 8 Housing Assistance Payment (HAP) agreement. The revised HAP contract requires landlords/owners participating in the Section 8 Program to register their property with CHA, and to participate in direct deposit. The activity was implemented in FY10.

The annual benchmark was to have 100% of the landlords participating in direct deposit. CHA has calculated that printed checks cost \$36.80 per check as opposed to \$12.60 per landlord for direct deposit. CHA had nearly 1,766 landlords receiving HAP in FY11. In FY10, there was a 19% increase in landlords utilizing direct deposit. The activity is effective; however, the benchmark has not been obtained because landlords could not be mandated to participate in direct deposit until they signed a new HAP contract. In FY11, CHA had 1,760 landlords being paid through direct deposit. The remaining 6 consist of 5 who are old landlords that have to be grandfathered into the direct deposit process and one (1) is a port out housing authority that does not accept direct deposit. This results in 99% of the landlords participating in direct deposit.

CHA has not changed the metric, benchmark, or data collection methodology. The waiver used is Attachment C: D.1.a., D.1.c. and D.5.

### **Initiative 4**

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

The University of North Carolina at Charlotte (UNCC) used Geographic Information Science (GIS) mapping to identify each voucher holder within the City of Charlotte/Mecklenburg County. The initial baseline results indicated that 78% of Section 8 voucher holders reside in eight (8) concentrated zip codes within the City of Charlotte (28208, 28215, 28216,

28205, 28217, 28212, 28269, and 28213). The proposed benchmark is to achieve a 6% reduction in the concentrated zip codes. Participants are provided information on the benefits of residing in low poverty areas and CHA is working with Socialserve.com to identify fair market rents in non-concentrated zip codes in order to determine the HAP increase necessary to support a participant's move to the non-concentrated zip codes.

The table below demonstrates the movement of the top eight (8) zip codes during the first and fourth quarter of FY11. At times the zip code count fluctuated depending on the number of Housing Choice vouchers available. However, the decrease has been the trend during all quarters of FY11.

ZIP CODE	CITY	MAY 2010	MARCH 2011
28205	CHARLOTTE, NC	397	406
28208	CHARLOTTE, NC	681	695
28212	CHARLOTTE, NC	345	366
28215	CHARLOTTE, NC	462	471
28216	CHARLOTTE, NC	485	490
28217	CHARLOTTE, NC	347	380
28269	CHARLOTTE, NC	270	309
PERCENT OF ALL HCV'S		72.77%	70.96%

There were no revisions in the benchmark, metric or data collection methodology. The authorization used is Attachment C: D. 2. a.

## SAFETY INITIATIVES

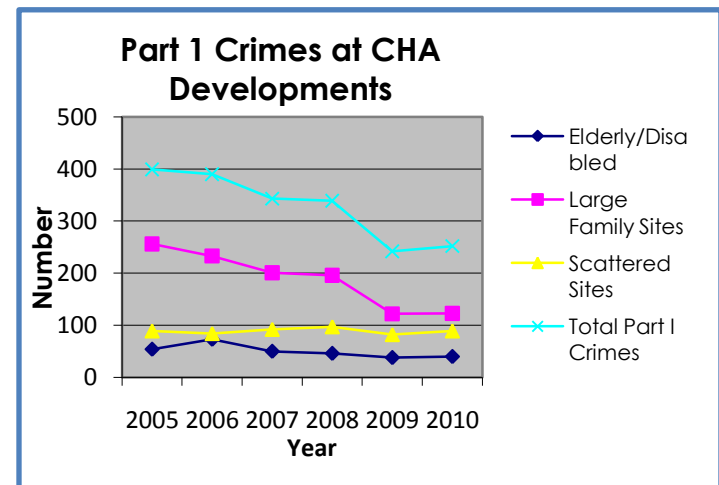
### *Initiative 1*

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

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

In FY11, CHA continued surveillance of the properties at Southside Homes, Claremont, Robinsdale, Gladedale, and Cedar Knoll Apartments through cameras that were installed in FY10. The Phase II installation of cameras began during FY11 and will conclude in June 2011. Phase II includes the remaining eight (8) conventional public housing sites. In addition to the cameras at the high rises, private security was maintained. Report results note a decrease in incidents in common areas; however, the department has to address the number of residents who are now victims of crimes. Resident Safety has found that guests of residents in the high rises tend to be the persons committing crimes at these sites. The site requires badge entry and all guests are required to sign in with security. Burglary and larceny are the most common incidents at all sites. To address this issue, there will be increased enforcement of lease violations and continued workshops that educate residents on not becoming a victim. These workshops will be held more frequently and be mandatory in the future.

Resident Safety reports on a calendar year. CHA receives data reports from the Charlotte-Mecklenburg Police Department (CMPD) monthly; however, due to the lag in closing incident reports, the true numbers are not in place until two (2) – three (3) months later. Therefore, Resident Safety reports on an annual basis. In 2009, there was a 20% decrease in Part I crime. Incidents were trending down at CHA managed sites; however, an increase in calls triggered incident reports (many were unfounded) that caused a 4% increase in 2010. Resident Safety staff is analyzing the data to remove inactive or unknown cases and the 2010 numbers may be adjusted as a result.



Neither the benchmark nor metric changed. The authorization for this activity is Attachment C: B.1.b.v.

## SELF-SUFFICIENCY INITIATIVES

### **Initiative 1**

The Moving Forward Supportive Services (formerly Currents of Change Program) was approved in the FY09 annual plan. Implementation began in the same year. The activity promotes work and self-sufficiency.



The Moving Forward Supportive Services programming experienced many changes which directly impacted both the in-house and contracted programs. Changes include the Boulevard Homes relocation, streamlining the tracking system across all programs, adjusting the program metrics and baselines due to the agency wide implementation of the Rent Reform policy, and the expansion of supportive services to another three communities, which resulted in adjusting the contracts for our supportive service vendors. The Moving Forward Supportive Services program includes the in-house communities of Victoria Square and Claremont, as well as the contracted community of Boulevard Homes.

The Boulevard Homes community was awarded an FY09 HOPE VI Grant. As a result, the original 283 households became 286 due to family splits during the process and were relocated to Section 8 and Section 9 housing, and all households were offered supportive services. This process resulted in an additional household due to the need to split the family composition to accommodate temporary housing while the site undergoes revitalization efforts. During the fourth quarter report period the last families were relocated. CHA is hoping that the families are able to stabilize in their new communities and begin working towards returning to the revitalized site in approximately two (2) to three (3) years.

The following describes the data collection changes that have taken place in the Moving Forward Supportive Services activity in FY11. CHA, in partnership with the evaluators at UNC Chapel Hill, developed a system which captures data consistently across different programs as well as different communities where supportive services are being provided. Data is collected on a monthly basis from in-house teams, and contract managers. The tracking system directly impacted Victoria Square and Claremont, as well as the contracted community of Boulevard Homes. In order to track the programs consistently, Victoria Square and Claremont communities

### *Family Self-Sufficiency Graduation*



*The event was held on October 7, 2010 to celebrate 27 graduates of the Charlotte Housing Authority's Family Self-Sufficiency Program. The program helps families identify and remove the barriers that prohibit them from becoming financially independent and self-reliant. By having access to supportive services, such as educational and vocational training, families are able to transition from dependence on government benefits to a level of personal earnings that will allow them to provide for their own needs.*



will no longer be combined and will be reported separately. Not only is the tracking tool the same across these sites, but also the system monitors each site's caseloads, client tier levels, and the enrollment year (cohort) groups. The system can then provide data by tier level and cohort in respect to the program measures. The system also has the ability to pull random data requests in order to better analyze the progress of each site, each vendor, and each program.

The following is a description of the modifications made to the metrics. In the past, the program metrics did not account for the many variables found at each program site or between each supportive service program such as the differences in the length of program participation or the differences between the levels of need. As a result, the participants were being held to the same metric for each measure. The challenge during the development of the tracking system was to be able to provide a metric which met all of the variables at the site. The outcome resulted in adjusting the metrics for each measure and dividing them up by cohort (enrollment year) and by the tier level of need. For each measure there is the enrollment year, and then there are separate metrics for each tier within the enrollment year. A copy of the program metrics table has been provided as Appendix A in this report. During the fourth quarter CHA also met with the Charlotte-Mecklenburg Schools in an effort to obtain youth data. CHA anticipates receiving and analyzing the data by the second quarter of FY12. As a result, program measures now include monitoring the number of enrolled caseloads at each site, the decrease in minimum renters, the increase in working households, the wage progression (aggregate), and the number of positive move-outs.

During the reporting period, preparations for the expansion of three (3) more Moving Forward sites were completed. This entailed securing service providers as well as re-writing the supportive services contracts. Contracts were written to support the program metrics as well as the new streamlined tracking efforts also taking place during this time. As a result, during the start of FY12, Leafcrest, Tarlton Hills, and Cedar Knoll were selected as communities to participate in the Moving Forward Supportive Services program. Efforts to sign provider contracts and start supportive services are currently underway with the focus being on assessing and establishing baselines at the new sites.

The following authorizations were used for this activity: Attachment C: B.1.

## **Initiative 2**

In FY09, CHA was approved to establish a cooperative agreement to form partnerships with Communities In School (CIS), Charlotte-Mecklenburg Schools (CMS), Partners In Out of School time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. The focus of the collaborative was to provide services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty.

The following are the updates for the cooperative agreement partners as it relates to the common goals:

- Establish and implement a policy to reduce truancy  
*CHA has modified its lease agreement to include a truancy policy. The policy specifies sanctions if school-age children in the household are routinely truant. The implementation of this policy has been delayed because CHA must revise the truancy policy to follow the pace at which CMS applies sanctions for truancy. In addition, CHA and CMS are still working on a data sharing agreement that will allow CHA to receive disaggregated student data.*
  
- Offer youth programs and services that will benefit residents of CHA communities  
*CHA continues to work with CIS to improve student grades and decrease dropout rates. The CIS contract goals are as follows:*
  - Decrease school truancy (85% will have a 90% average attendance);
  - Promotion of students to the next grade level (80%);
  - Increase graduations from high school (85%);
  - Students remain enrolled in school;
  - Improve number of CHA participants applying for college (100% of those eligible for CHASF);
  - Improve positive behavior and relationships with staff/peers (decrease in out-of-school suspensions – establish baseline); and
  - Increase number of students participating in CHASF (establish baseline).
  
- Develop and offer post-secondary education preparation for middle and high school students  
*The Charlotte Housing Authority Scholarship Fund, which was founded by former CHA Youth Services Coordinator John T. Crawford and established on November 15, 1983 by the Charlotte Housing Authority Board of Commissioners, is an established endowment fund managed by the Foundation for the Carolinas in a working partnership with CHA. No federal, state, or local dollars are received for scholarships. The Fund exists through donations from individuals, businesses, churches, foundations, and other groups, including CHA residents and employees. A volunteer committee raises scholarship funds, while another sets the guidelines with the direction and administrative support of the respective organizations.*

CHA Scholarship Fund (CHASF) Accomplishments 2010-2011:

- *Increased educational partnerships supporting CHA Youth by eight (8) programs (five (5) new agencies).*
- *Implemented a five (5) day pre-college summer camp for CHA middle and high school youth in Partnership with Queens University of Charlotte and Educational Enhancements Inc.*

- Implemented eight (8) pre-college enrichment, three (3) college readiness, and five (5) life skills workshops.
  - Provided fellowship and networking support to CHASF Alumni by hosting the Annual Summer Reunion Picnic and Holiday Social.
  - Held CHASF Annual Awards Day Celebration and Reception at Queens University of Charlotte that honored eight (8) graduates, recognized 62 CHASF scholarship recipients, presented 21 additional scholarship awards, and showcased 24 CHASF Merit Award Achievers with cumulative grade point averages of 3.0 or higher. Scholarships awarded totaled \$108,875.
  - Produced a one (1) hour television special of the CHASF Annual Awards Day Celebration broadcasted on the Government Channel during October 2010 to improve public & youth awareness as well as to advertise the quality of CHASF.
  - Presented CHASF information to 10 different high schools through a partnership with Communities In Schools - Charlotte (CIS) and Charlotte Mecklenburg Schools (CMS) to increase scholarship awareness for CHA youth
- Establish a data sharing network that will enable parties to obtain essential data to aid in providing quality service and program development  
*The CMS Accountability Department is in the process of gathering CHA's cohort data. CHA anticipates receiving the data by the summer of 2011. CHA needs disaggregated student data to track the numeric or letter grade and end of grade attainment progress for each student living in CHA units.*

In future years, reporting on the Youth initiatives will be done with the Moving Forward Supportive Services activity because all the needs of each family are addressed comprehensively through case management and the resources will be focused on those households participating in the Moving Forward Supportive Services program.

The authorization for this initiative is Attachment C: B.2.

## COMPLETED INITIATIVES

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

## SOURCES AND USES OF FUNDING

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This report outlines achievements of the Operations Division during FY11. Each department in the division had a positive impact and contributed to the success of the division. There are many daily, weekly, monthly, and quarterly job functions completed by Operations staff at the Housing Authority.

**CAPITAL ASSETS** are responsible for planning, budget preparation, and implementation of capital improvements to all of CHA's properties funded from the annual Capital Fund Grant.

Recently Completed Projects for 2010-11	\$3,408,726
Projects in Progress	\$12,298,816
Future Projects	\$6,584,337

**Progress on Corrections or Elimination of Observed Deficiencies**

The Charlotte Housing Authority has not been cited during monitoring visits, physical inspections, or other oversight and monitoring mechanisms for corrections or elimination of observed deficiencies.



**Results of Latest Agency-Directed Evaluations of the Demonstration**

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

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

**Performance and Evaluation Report for Capital Fund Activities not included in the MTW Block Grant**

The Capital Funds are included in the MTW Block Grant and therefore this report is not applicable to CHA.

**Signed Certification**

See **Appendix B** for the signed certification that CHA met the three statutory requirements.

## Appendices

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Appendix A	Sources and Uses
Appendix B	Certification Statement
Appendix C	Initiative Summary
Appendix D	Alternative Rent Schedule
Appendix E	Hardship Policy
Appendix F	Work Requirement Policy
Appendix G	FY11 Moving Forward Supportive Services Performance Summary
Appendix H	Boulevard Homes Relocation Map ( <i>courtesy of Chae Pak, Neighborhood Development Dept, City of Charlotte</i> )
Appendix I	Comprehensive Annual Financial Report



## **SOURCES AND USES OF FUNDS**

### **SOURCES OF FUNDS**

This section indicates how well resources were managed within the confines of how resources were expected to be expended. We are comparing the original budget (per the MTW Annual Plan) to our actual spending for the fiscal year April 2010 to March 2011. Note, during the year our Board of Commissioners allows the allocation of funds for projects that were not anticipated for the year. These changes to the budget are seen in the Revised Budget Per Draft Audit column. Also included in that column are the administrative budget changes that we made during the year. These budget changes allowed us to reallocate budgeted expense money to different lines items within major categories so that we are able to stay within our spending limits.

### **MTW**

#### **EXHIBIT A**

<b>MOVING TO WORK FUNDS SOURCES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
Administrative Fees-Section 8	2,184,429	2,183,421	2,283,125	99,704	A
Public Housing Revenues	12,812,152	13,755,834	12,425,991	(1,329,843)	A
Section 8 Subsidy	42,977,761	41,657,545	42,691,581	1,034,036	A
Section 8 Portability	5,800,000		4,956,857	4,956,857	C
Administrative Fees-Portability	175,000		410,490	410,490	C
Capital Fund	4,666,516	5,113,575	4,666,516	(447,059)	B
Interest Income	452,180	353,380	208,632	(144,748)	D
Fraud Recovery	150,000		194,688	194,688	E
Other Sources	35,223,007	14,532,603		(14,532,603)	F
<b>TOTAL SOURCES OF FUNDS</b>	<b>104,441,045</b>	<b>77,596,358</b>	<b>67,837,880</b>	<b>(9,758,478)</b>	

### **VARIANCE ANALYSIS**

- A. Administrative fees, Section 8 and Public Housing subsidies were estimated. Funding was adjusted after receipt of funding information from HUD.
- B. Capital fund amount received was reduced by the amount to the Central Office Cost Center.
- C. Section 8 income for vouchers other than VASH and FUP was included in MTW per HUD directive which incurred after the original budget was established.
- D. Other Income was less than anticipated.
- E. Fraud recovery revenue was more than budgeted.
- F. Fund Balance was not appropriated.

**CENTRAL OFFICE COST CENTER (COCC)**

**EXHIBIT B**

CENTRAL OFFICE COST CENTER SOURCES OF FUNDS	2010-2011 REVISED BUDGET (PER DRAFT AUDIT )	2010-2011 ORIGINAL BUDGET (PER MTW PLAN)	2010-2011 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Public Housing Fees	1,880,550	1,880,550	1,851,451	(29,099)	A
Section 8 Fees	1,158,647	1,158,647	1,163,952	5,305	A
Horizon Fees	359,779	359,779	310,003	(49,776)	A
Mixed Finance Fees	96,960	96,960	18,450	(78,510)	A
Relocation Fees	1,039,800	668,800	835,151	166,351	B
Hoefener Fees	44,244	44,244	45,488	1,244	C
Maintenance Operations Revenue	474,840	474,840	382,632	(92,208)	D
Investment Income	78,000	78,000	8,273	(69,727)	E
Capital Fund Income	518,502	568,175	518,502	(49,673)	F
Other Income	206,359	186,160	320,475	134,315	G
Quality Control Revenue	60,000	60,000	169,112	109,112	H
ARRA Grant Fee Income	450,000	450,000	334,003	(115,997)	I
CFRC Grant Fee Income	175,000	175,000	239,778	64,778	I
MTW Management Fee	192,480	192,480	181,768	(10,712)	J
Administrative Fee-Development Revenue		1,029,397		(1,029,397)	K
Other Sources	1,260,969		-		
<b>TOTAL SOURCES OF FUNDS</b>	<b>7,996,130</b>	<b>7,423,032</b>	<b>6,379,038</b>	<b>(1,043,994)</b>	

**VARIANCE ANALYSIS**

- A. Property management and bookkeeping fees are based on actual units occupied and vouchers utilized during the year. Mixed financed fees were less than budgeted.
- B. The City Relocation Program received more participants this fiscal year.
- C. Hoefener fees are more than budgeted because fees were based on a percentage of total expenses which was slightly more than budgeted.
- D. Less than anticipated use of centralized maintenance services. On site staff is performing more maintenance work.
- E. Investment income less than budgeted due to inter program loans.
- F. Received less capital funding than estimated.
- G. Miscellaneous revenue from benefit reimbursement, scrap sales and ROSS administrative fees
- H. Our Asset Management Department performs bond monitoring and property management oversight for some of our privately managed sites. These fees were more than budgeted.
- I. Estimated fees based on actual costs charged to the grants was less than budgeted.

Appendix A: Sources and Uses of Funds

J. MTW Management fee was less than estimated due to the demolition of Boulevard Homes.

K. Developer fees were moved to the Real Estate Department.

**ASSET MANAGEMENT PROJECTS**

**EXHIBIT C**

<b>ASSET MANAGEMENT PROJECTS SOURCES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
Tenant Rental Revenue	5,035,012	5,035,012	4,496,606	(538,406)	A
Other Resident Income i.e. Late Fees, Excess Utilities	380,681	380,681	493,017	112,336	B
Other Revenue	903,335	953,008	842,520	(110,488)	C
Other Sources	27,910,003	24,769,560	19,116,366	(5,653,195)	D
<b>TOTAL SOURCES OF FUNDS</b>	<b>34,229,031</b>	<b>31,138,261</b>	<b>24,948,509</b>	<b>(6,189,752)</b>	

**VARIANCE ANALYSIS**

A. Unfavorable variance because minimum rents did not increase as budgeted until December

B. Other resident income was more than budgeted especially in excess utilities and late fees.

C. Other revenue was less than anticipated

D. No fund balance appropriated and operating transfers were less than budgeted.

Appendix A: Sources and Uses of Funds

**SECTION 8**

**EXHIBIT D**

<b>SECTION 8 SOURCES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
Housing Assistance Payments	1,050,090	381,133	1,374,506	993,373	A
Administrative Fees – Vouchers	73,992	75,000	-	(75,000)	A
Administrative Fees – Portables	-	175,000	-	(175,000)	A
Interest Income	-	10,000	-	(10,000)	A
Fraud Recovery	-	150,000	-	(150,000)	A
Housing Assistance Payments-Portable	-	2,600,000	-	(2,600,000)	A
Other Revenue	-	88,800	-	(88,800)	A
Other Sources	-	32,622,030	-	(32,622,030)	A
<b>TOTAL SOURCES OF FUNDS</b>	<b>1,124,082</b>	<b>36,101,963</b>	<b>1,374,506</b>	<b>(34,727,457)</b>	

**VARIANCE ANALYSIS**

- A. Variances are due to the directive from HUD to show only Veterans Assistance Supportive Housing (VASH) and Family Unification Program (FUP) vouchers in the Section 8 program.

**HORIZON DEVELOPMENT PROPERTIES, INC.**

**EXHIBIT E**

HORIZON DEVELOPMENT SOURCES OF FUNDS	2010-2011 REVISED BUDGET (PER DRAFT AUDIT )	2010-2011 ORIGINAL BUDGET (PER MTW PLAN)	2010-2011 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Net Tenant Rental Revenue	5,142,594	2,462,011	4,638,609	2,176,598	A
Other Income	2,641,905	1,533,849	1,764,799	230,950	B
Restricted Donations	3,500,000	-	-	-	
Subsidy	260,004	260,004	203,763	(56,241)	C
Other Sources	805,858	1,401,011	208,727	(1,192,284)	D
<b>TOTAL SOURCES OF FUNDS</b>	<b>12,350,361</b>	<b>5,656,875</b>	<b>6,815,898</b>	<b>1,159,023</b>	

**VARIANCE ANALYSIS**

- A. Additional properties added since the original budget was established.
- B. Other Income more than budgeted because more developer fees and other revenue were received.
- C. Subsidy from project based Section 8 property was less than budgeted, as it is based on occupancy. Adjustments were also made to subsidy during the year.
- D. Developer fees were moved to the Real Estate Department.

Appendix A: Sources and Uses of Funds

**CAROLE HOEFENER CENTER**

**EXHIBIT F**

CAROLE HOEFENER CENTER SOURCES OF FUNDS	2010-2011 REVISED BUDGET (PER DRAFT AUDIT )	2010-2011 ORIGINAL BUDGET (PER MTW PLAN)	2010-2011 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Non Dwelling Rent	300,168	300,168	339,054	38,886	A
Other Sources	60,837	35,837		(35,837)	B
<b>TOTAL SOURCES OF FUNDS:</b>	<b>361,005</b>	<b>336,005</b>	<b>339,054</b>	<b>3,049</b>	

**VARIANCE ANALYSIS**

- A. The actual revenue was more than anticipated from office space rental, parking fees and the daycare center.
- B. Fund balance was not appropriated.

**HORIZON ACQUISITION CORP.**

**EXHIBIT G**

HORIZON ACQUISITION SOURCES OF FUNDS	2010 REVISED BUDGET (PER DRAFT AUDIT )	2010 ORIGINAL BUDGET (PER MTW PLAN)	2010 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Developer Fee	300,000	300,000	180,412	(119,588)	A
Other Revenue	200,000	200,000	262,458	62,458	B
Other Sources	3,500,000	-			C
<b>TOTAL SOURCES OF FUNDS:</b>	<b>4,000,000</b>	<b>500,000</b>	<b>442,870</b>	<b>(57,130)</b>	

**VARIANCE ANALYSIS**

- A. Developer fees were less than budgeted.
- B. Received more property management fees than budgeted.
- C. Other Sources funding was to purchase the general partner interest in Little Rock Apartments which has not closed.

## **USES OF FUNDS**

Operating expenses are similar for each of the funds. In each case for the major categories, we have remained within the budgeted parameters. As stated earlier, administrative budget changes were done to allow a reallocation of budgeted expense money to different line items within major categories. This reallocation allows us the ability to stay within our spending limits. A brief description of expenses by major category follows.

Administrative expenses are those expenses such as salaries, benefits and other sundry expenses - telephones, office supplies and training for site managers, consulting services, housing specialist in our Section 8 program etc.

Tenant and Social Services represent those cost associated with staff that provides case management to our residents. Those costs also include salary/ benefits, sundry expenses and security contracts.

Maintenance represent all cost associated with maintenance of the properties. Staff salaries, materials and outside contract services such a pest control and lawn care.

Protective Services represents the cost associated with the Resident Safety area. These costs include staff salary, benefits and other sundry expenses.

Other General represents those costs for insurance- auto and property, bad debt and indirect public housing charges.



Appendix A: Sources and Uses of Funds

**MOVING TO WORK**

**EXHIBIT H**

<b>MOVING TO WORK FUNDS USES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
Administrative	4,962,650	1,026,679	4,019,652	2,992,973	A
Resident Services	1,556,941	192,480	1,359,097	1,166,617	A
Maintenance	87,735	-	32,790	32,790	A
Protective Services	192,505	-	174,258	174,258	A
Housing Assistance Payments	34,757,188	-	35,196,236	35,196,236	A
Other Expenses	3,548,586	-	118,728	118,728	A
<b>TOTAL OPERATING EXPENSES</b>	<b>45,105,605</b>	<b>1,219,159</b>	<b>40,900,761</b>	<b>39,681,602</b>	
Other Items	59,335,440	76,377,199	30,875,065	(45,502,134)	A
<b>TOTAL USES OF FUNDS</b>	<b>104,441,045</b>	<b>77,596,358</b>	<b>71,775,826</b>	<b>(5,820,532)</b>	

**VARIANCE ANALYSIS**

A. Variances are reflected because Section 8 expenses for vouchers other than VASH and FUP was included in MTW per HUD directive.

Appendix A: Sources and Uses of Funds

**CENTRAL OFFICE COST CENTER (COCC)**

**EXHIBIT I**

<b>CENTRAL OFFICE COST CENTER USES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
<b>Administrative</b>	5,218,119	5,106,395	4,697,601	(408,794)	A
<b>Tenant and Social Services</b>	839,592	317,492	748,021	430,529	B
<b>Ordinary Maintenance and Operation</b>	582,865	546,399	530,092	(16,307)	C
<b>Utilities</b>	92,040	54,600	67,149	12,549	D
<b>General Expenses</b>	175,031	368,749	44,487	(324,262)	E
<b>TOTAL OPERATING EXPENSES</b>	<b>6,907,647</b>	<b>6,393,635</b>	<b>6,087,350</b>	<b>(306,285)</b>	
<b>Other Uses</b>	1,088,483	1,029,397	950,802	(78,595)	F
<b>TOTAL USES OF FUNDS</b>	<b>7,996,130</b>	<b>7,423,032</b>	<b>7,038,152</b>	<b>(384,880)</b>	

**VARIANCE ANALYSIS**

- A. Favorable variance due to less than budgeted sundry expenses. Training, non-capital computer equipment/software and professional services make up the largest portion of the underage in sundry expenses.
- B. Unfavorable variance due to more expense due to longer than budgeted hotel stays which was covered by Board approved change in the revised budget for the City Relocation Program.
- C. Spending was less than budgeted in various maintenance accounts.
- D. Under budget in all utility areas.
- E. Favorable variance because funds not utilized in the Future Appropriations category and insurance was less than budgeted.
- F. The transfer for the Hall House was less than budgeted.

**ASSET MANAGEMENT PROJECTS**

**EXHIBIT J**

<b>ASSET MANAGEMENT PROJECTS USES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
Administrative	4,834,630	4,689,437	4,194,331	(495,106)	A
Tenant and Social Services	6,945,700	6,984,206	2,816,561	(4,167,645)	B
Utilities	4,010,95	3,876,833	3,602,061	(274,772)	C
Ordinary Maintenance and Operation	9,589,787	7,543,912	7,243,046	(300,866)	D
Protective Services	1,208,466	1,067,071	914,294	(152,777)	E
General Expenses	1,948,089	2,964,953	1,334,523	(1,630,430)	F
<b>OPERATING EXPENSES:</b>	<b>28,536,767</b>	<b>27,126,412</b>	<b>20,104,816</b>	<b>(7,021,596)</b>	
Other Items	5,692,264	4,011,849	4,557,597	545,748	G
<b>TOTAL USES OF FUNDS</b>	<b>34,229,031</b>	<b>31,138,261</b>	<b>24,662,413</b>	<b>(6,475,848)</b>	

**VARIANCE ANALYSIS**

- A. Favorable variance due to less spending across all categories.
- B. Less than budgeted spending in case management.
- C. Utility costs less than budgeted especially in gas and electricity.
- D. Favorable variance due to less spending in all categories.
- E. Favorable variance due to less spending of security initiatives.
- F. Favorable variance due to housing grants and loans to others not yet needed.
- G. Subsidy transferred to Private Managers was less than expected.

Appendix A: Sources and Uses of Funds

**SECTION 8**

**EXHIBIT K**

<b>SECTION 8 USES OF FUNDS</b>	<b>2010-2011 REVISED BUDGET (PER DRAFT AUDIT )</b>	<b>2010-2011 ORIGINAL BUDGET (PER MTW PLAN)</b>	<b>2010-2011 ACTUAL (PER DRAFT AUDIT)</b>	<b>VARIANCE ORIGINAL BUDGET TO ACTUAL</b>	
Administrative	66,605	4,033,163	58,604	(3,974,559)	A
Tenant and Social Services	19,847	1,127,529	19,147	(1,108,382)	A
Ordinary Maintenance and Operation	1,509	90,244	570	(89,674)	A
Housing Assistance Payments	1,031,984	30,600,000	756,075	(29,843,925)	A
Protective Services	3,294	195,798	2,981	(192,817)	A
General Expenses	843	29,229	605	(28,624)	A
<b>TOTAL OPERATING EXPENSES</b>	<b>1,124,082</b>	<b>36,075,963</b>	<b>837,982</b>	<b>(35,237,981)</b>	
Capitalized Items		26,000		(26,000)	A
<b>TOTAL USES OF FUNDS</b>	<b>1,124,082</b>	<b>36,101,963</b>	<b>837,982</b>	<b>(35,263,981)</b>	

**VARIANCE ANALYSIS**

A. Variances are reflected because Section 8 expenses for vouchers other than VASH and FUP was included in MTW per HUD directive.

**HORIZON DEVELOPMENT PROPERTIES, INC.**

**EXHIBIT L**

HORIZON DEVELOPMENT USES OF FUNDS	2010-2011 REVISED BUDGET (PER DRAFT AUDIT )	2010-2011 ORIGINAL BUDGET (PER MTW PLAN)	2010-2011 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Administrative	3,676,680	2,731,743	2,784,803	53,060	A
Tenant and Social Services	369,785	367,625	265,108	(102,517)	B
Ordinary Maintenance and Operation	2,490,394	1,435,748	1,808,128	372,380	C
Utilities	703,599	371,206	632,660	261,454	C
General Expenses	5,109,903	750,553	858,992	108,439	C
<b>OPERATING EXPENSES:</b>	<b>12,350,361</b>	<b>5,656,875</b>	<b>6,349,691</b>	<b>692,816</b>	
Other Items					
<b>TOTAL USES OF FUNDS</b>	<b>12,350,361</b>	<b>5,656,875</b>	<b>6,349,691</b>	<b>692,816</b>	

**VARIANCE ANALYSIS**

- A. Board approved amendments for additional properties in the revised budget eliminated much of the under budgeted spending in professional services and pursuit costs in the Real Estate department
- B. Project expenditures for the IDA were less than budgeted. The asset management fee for Real Estate is under budget. The fee is calculated as a percentage of total expense.
- C. Additional properties added through Board amendments cause overage in maintenance and utilities and general expenses.

Appendix A: Sources and Uses of Funds

**CAROLE HOEFENER CENTER**

**EXHIBIT M**

CAROLE HOEFENER CENTER USES OF FUNDS	2010-2011 REVISED BUDGET (PER DRAFT AUDIT )	2010-2011 ORIGINAL BUDGET (PER MTW PLAN)	2010-2011 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Administrative	90,400	85,468	89,169	3,701	
Tenant & Social Services	45,488	43,858	45,488	1,630	
Ordinary Maintenance and Operation	154,879	122,091	157,150	35,059	A
Utilities	55,358	69,708	49,780	(19,928)	B
General Expenses	14,880	14,880	14,349	(531)	
<b>TOTAL USES OF FUNDS</b>	<b>361,005</b>	<b>336,005</b>	<b>355,936</b>	<b>19,931</b>	

**VARIANCE ANALYSIS**

- A. Unfavorable variance due to spending on HVAC system.
- B. Less than budgeted consumption in electricity.

**HORIZON ACQUISITION CORP**

**EXHIBIT N**

HORIZON ACQUISITION USES OF FUNDS	2010-2011 REVISED BUDGET (PER DRAFT AUDIT )	2010-2011 ORIGINAL BUDGET (PER MTW PLAN)	2010-2011 ACTUAL (PER DRAFT AUDIT)	VARIANCE ORIGINAL BUDGET TO ACTUAL	
Total Administrative	500,000	500,000	442,870	(57,130)	A
Other Items	3,500,000				
<b>TOTAL USES OF FUNDS</b>	<b>4,000,000</b>	<b>500,000</b>	<b>442,870</b>	<b>(57,130)</b>	

**VARIANCE ANALYSIS**

- A. Professional services fees and property management fees were less than budgeted.

**List or describe planned vs actual use of single-fund flexibility.**

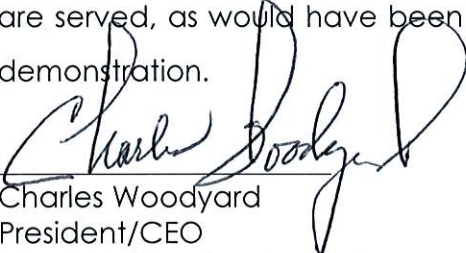
CHA was able to utilize single fund flexibility to meet the needs of the organization. We were able to provide supplemental funding for capital projects initiated by our Real Estate Department for affordable housing as well as capital projects at the asset management projects for needed replacements. We also used fungibility for MTW initiatives in compliance with the MTW Annual Plan.



**Charlotte Housing Authority**

*Building Community, People & Partnerships*

The Charlotte Housing Authority certifies that the Agency met the three Statutory requirements of: 1) assuring that at least 75 percent of the families assisted by the Agency are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and 3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.

  
Charles Woodyard  
President/CEO  
Charlotte Housing Authority

5-26-11  
Date



APPENDIX C: Initiative Summary

Housing Authority of the City of Charlotte  
Moving Forward Initiatives Summary

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

APPENDIX C: Initiative Summary

APPROVED HUD INITIATIVES	DESCRIPTION	FISCAL YEAR IDENTIFIED	STATUS
Participant and landlord tracking program	The University of North Carolina at Charlotte's (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within Mecklenburg County in order to analyze the census tracts with a large number of Section 8 voucher holders to assist with deconcentration.	2007-2008	Implemented FY2007-2008 Ongoing
Increase acquisition and rehabilitation of existing multi-family properties	CHA established a strategy and adopted a policy to increase the acquisition and rehabilitation of existing multifamily properties.	2008-2009	Implemented FY2008-2009 Ongoing
Land Acquisition for Future Use	CHA will design local standards to guide land purchases in desirable, rapidly growing areas to provide more housing choices.	2008-2009	Implemented FY2008-2009 Ongoing
Partner with CMS for mixed income affordable units	Established a partnership with Charlotte Mecklenburg Schools to produce mixed-income affordable housing units and identified two potential sites.	2008-2009	Implemented FY2008-2009 Ongoing
Local Non-Traditional Initiatives	CHA used funds outside of Sections 8 and 9 to: Acquire general partnership interest; construct mixed-income housing; acquire and renovate senior housing; renovate, construct and operate supportive housing; implement a local rental subsidy program and convert units to public housing.	2010-2011	Implemented FY2010-2011 Ongoing
<b>COMPLETED INITIATIVES</b>			
Affordable Housing Impact Studies	CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities.	2007 - 2008	Completed
Assess Section 8 program participants	CHA surveyed all Section 8 program participants to measure their capacity for independent living. CHA will connect them with the services necessary to facilitate their progress toward that goal.	2008-2009	Completed
Amend Section 8 Housing Assistance Payment (HAP) Agreement	CHA will amend the HAP Agreement to make changes such as inclusion of revised inspection procedures, penalties for landlord non-compliance with property rating system, and require families to update needs assessment as part of recertification.	2008-2009	Complete
Section 8 Property Rating System	A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners.	2007-2008	Completed
Develop local design standards	CHA adopted local design standards that correlate with other funding sources available in Charlotte and the State of North Carolina.	2008-2009	Completed/ Tracking

**SAMPLE STEPPED RENT SCHEDULE  
IMPLEMENTED DECEMBER 2010**

1 Bedroom Example					
Minimum Rent \$75					
Income Band		30% of low end of band	Total Tenant Payment	Incentive Account Deposit	
\$0	\$2,499	\$0	\$75	\$0	*
\$2,500	\$4,999	\$63	\$75	\$0	
\$5,000	\$7,499	\$125	\$125	\$0	
\$7,500	\$9,999	\$188	\$188	\$0	
\$10,000	\$12,499	\$250	\$250	\$0	
\$12,500	\$14,999	\$313	\$313	\$25	
\$15,000	\$17,499	\$375	\$375	\$40	
\$17,500	\$19,999	\$438	\$438	\$55	
\$20,000	\$22,499	\$500	\$500	\$70	
\$22,500	\$24,999	\$563	\$563	\$85	
\$25,000	\$27,499	\$625	\$625	\$100	
\$27,500	\$29,999	\$688	\$688	\$100	**
\$30,000	\$32,499	\$750	\$726	\$100	
\$32,500	\$34,999	\$813	\$726	\$100	
\$35,000	\$37,499	\$875	\$726	\$100	***
\$37,500	\$39,999	\$938	\$726		
<p>*If minimum rent is higher than the TTP, minimum rent is used  ** 40% Area Median Income is reached which will result in escrow account deposit eligibility ending in 3 years  ***Ceiling rent is lower than the TTP, so ceiling rent will charged</p>					

**HARDSHIP POLICY**  
**LAST AMENDED: JUNE 21, 2011**

**Applying for Hardship Rent**

The Hardship Review Committee was created to review individual cases of significant rent burdens or increases for families with high cost of living, childcare or medical expenses.

Residents can request a Hardship Waiver Request form from their manager. Residents must make their request for Hardship Review, including documentation of qualification no later than thirty (30) calendar days after notification of increased rent, expiration of an existing approved hardship or the occurrence of a hardship event.

**Who Qualifies for a Hardship Rent?**

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

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

### **How does the committee work?**

The Hardship Review Committee meets regularly to review each resident's Hardship Waiver Request. The Hardship Review Committee will examine each family's circumstances on a case-by-case basis. The Hardship Review Committee has a choice of six (6) remedies it can recommend as it deems appropriate, to reduce a qualifying Household's rent burden:

- Temporary suspension of rent (90 days);
- Set interim rent at pre-rent reform rent for a specified period of time not to exceed one (1) year
- Long Term waiver of minimum rent (not to exceed twelve months)
- Extend \$100 monthly rent increase cap for up to one (1) year (not to exceed a total of two (2) years during the participant's tenancy/assistance with CHA)
- Phase \$100 per month rent increase cap out over specified period of time beyond the 2 year remedy described above
- Appropriate combination of remedies listed above

The Hardship Committee will send its decision to the property management coordinator. The coordinator will return the decision to the appropriate manager and applicant.

Applicants who disagree with the Committee's decision can request a Grievance hearing. CHA will take no action to change a resident's rent in cases where a Grievance hearing has been requested until such time as the Grievance process has concluded.

If the resident is approved for a hardship, and the hardship expires, the resident can re-apply as needed. There is no limit to the number of hardship requests which can be made.

**WORK REQUIREMENT POLICY  
LAST AMENDED: JUNE 21, 2011**

CHA believes it is essential to create a clear expectation that all participants who are non-elderly and non-disabled should work. To this end, CHA plans to institute a work requirement under which the Head of Household will be expected to work full-time in the final phase (however, the requirement can be fulfilled by any adult in the household or a combination of the adults in the household). Full-time work is defined as employment for 30 hours or more per week.

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

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

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

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

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

Improvement Period: Participant will have a two (2) month grace period to cure non-compliance, if not cured within two (2) months, Probationary sanctions will be applied. Residents may be granted extensions if in compliance with their established improvement plan.

## Appendix F: Work Requirement Policy

Probationary Period: Participant will lose 50% of their rental assistance for up to six (6) months. If they fail to correct the non-compliance within three (3) months, Non-Compliance sanctions will be applied.

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

Termination: Termination will begin and the Participant's incentive account, if any, is forfeited due to non-compliance. For Section 8 participants this means they will lose they voucher eligibility permanently, but can remain unassisted in their current unit; for public housing residents they will lose their eligibility for public housing assistance, will pay ceiling rent (market rent for the unit) and their lease will be terminated for program non-compliance at the annual renewal.

Residents who have a second incident of Probation within twelve (12) months of the initial incident of Probation will move directly to the Non-Compliance Period of the sanctions.

Residents who have a third improvement period occurrence within twenty-four (24) months of the initial incident of probation will move directly to the Non-Compliance Period of the sanctions.

Appendix G:  
FY11 Supportive Services

MTW Pilot Performance Summary  
Review Periods: 2010 -2011 FY

Vendor	Site/Program	Enrolled in Case Management	Decrease Minimum Renters	Increase working households annually	Job Retention 12+ Months	Wage Progression (Aggregate)	Increase Positive Move Outs
<b>CHA</b>	<b>Vic Sq &amp; Claremont: Moving Forward</b>						
	Baseline	78 out of 80	26	36	N/A	\$14,664.00	5
	Quarter 1	77 out of 80	22	15	N/A	\$19,503.00	0
	Quarter 2	75 out of 80	15	53	N/A	\$19,023.00	1
	Quarter 3	75 out of 78	16	51	N/A	\$21,753.00	3
	Victoria Square (Q4)	29 out of 29	5	24	13	\$11,919.25	0
	Claremont (Q4)	49 out of 49	7	32	18	\$14,258.92	1

Vendor	Site/Program	Enrolled in Case Management	Decrease Minimum Renters	Increase working households annually	Job Retention 12+ Months	Wage Progression (Aggregate)	Increase Positive Move Outs
<b>Youth Homes, Inc</b>	<b>Boulevard: HOPE VI Grant</b>						
	Baseline	144 out of 210	84	58	N/A	\$13,115.00	1
	Quarter 1	236 out of 283	31	52	N/A	\$10,419.00	0
	Quarter 2	169 out of 283	73	40	N/A	\$10,165.00	1
	Quarter 3	236 out of 283	83	50	N/A	\$10,319.00	0
	Quarter 4	*157 out of 161	51	41	22	\$6,124.66	0

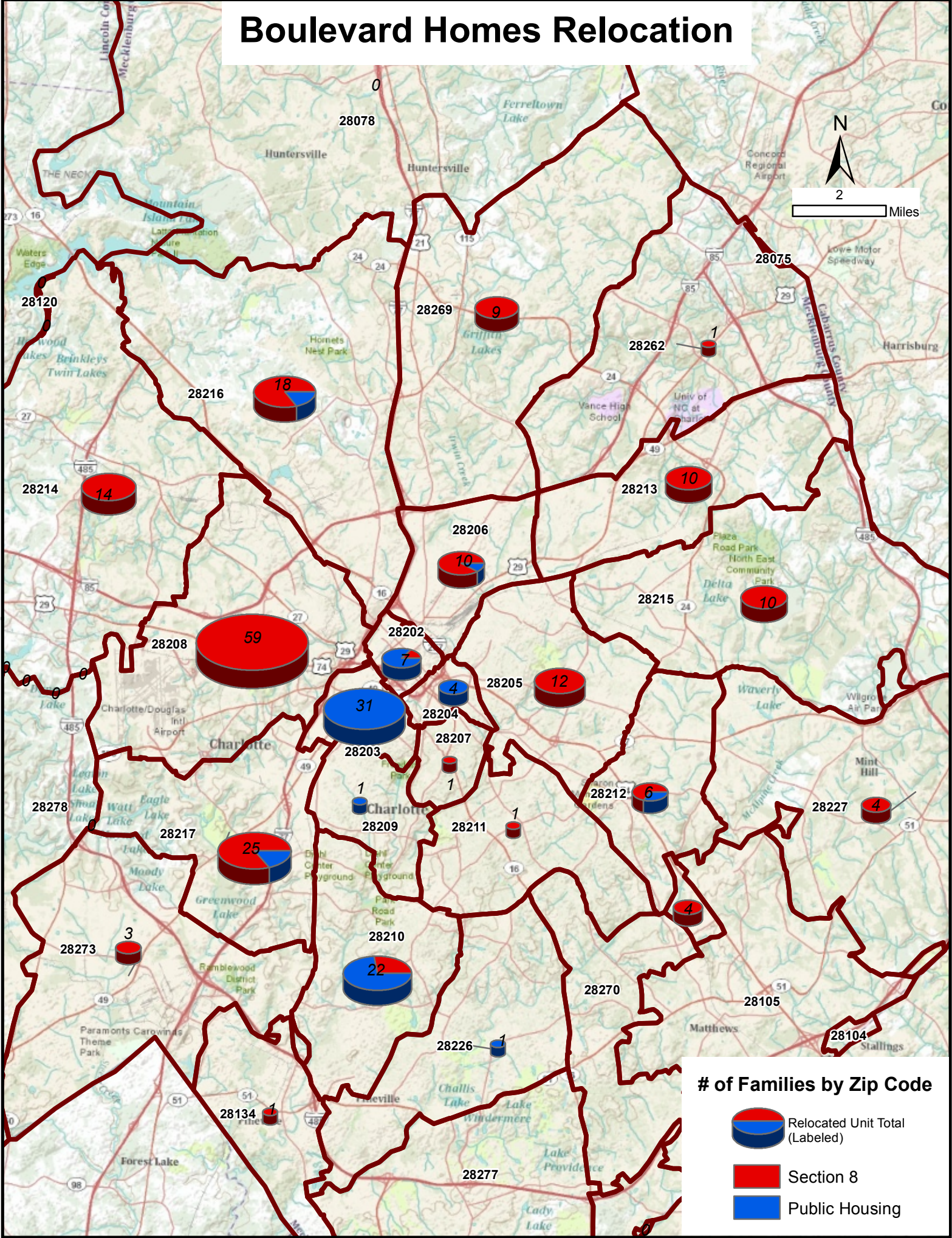
\***Boulevard:** Original households = 283. Post relocation =284 households. Of those, 38 have been evicted/closed, 85 are Tier Level 4, and 4 are not actively receiving supportive services.






# Boulevard Homes Relocation



2 Miles



## # of Families by Zip Code

-  Relocated Unit Total (Labeled)
-  Section 8
-  Public Housing