



Charlotte Housing Authority
Building Community, People & Partnerships

NOTICE
Client Relations Committee Meeting
February 9, 2012

NOTICE is hereby given that the Commissioners of the Charlotte Housing Authority will hold a meeting of the Client Relations Committee on Thursday, February 9, 2012 as follows:

- Time:** 2:00 p.m. – 3:30 p.m.
- Location:** Autumn Place
321 North Davidson Street
Charlotte, NC 28202
- Purpose:** To review and discuss matters relating to client relations of the Charlotte Housing Authority.

A handwritten signature in cursive script that reads "Shaunte Evans".

Shaunte Evans
Interim COO/Chief Administrative Officer

Mission Statement

"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."



Client Relations Committee Agenda

Thursday, February 9, 2012

2:00 p.m. – 3:30 p.m.

1. Call to Order
2. Review and Approval of Agenda
3. Consideration to Approve the Minutes from January 12, 2011 (**Page 3**)
4. Resident Forum
5. Old Business
 - None
6. New Business
 - a. Approve Revision of MOUs Between the CHA and RAC, and Resident Organizations Regarding Relations and Resident Activity Funds. (**Page 8**)
7. Updates
 - a. COO – Operations Division
 - b. Shelter Plus Care (**Page 35**)
8. Discussion Items
 - a. Resident Safety Quarterly Report (**Page 36**)
 - b. CHA Management v. Private Management (**Page 39**)
 - c. HOP Training (**Page 41**)
9. Executive Session – Legal Matters
10. Adjournment

Next Meeting:

The next meeting will be held on Thursday, March 8, 2012 at 2:00 p.m. (Autumn Place)

“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.”

**Client Relations Committee Meeting
MINUTES**

Held on Thursday, January 12, 2012

Present:

Commissioner Ben Hill, Co-Chair	W. Ray Holt, Director of RED	Gainor Eisenlohr, Grant Writer
Commissioner David Jones, Co-Chair	Janelle Brown, Sr. Development Officer	Alyson Traw, Staff Attorney
Commissioner Joel Ford	Jeffrey Meadows, Sr. Development Officer	Linda Johnson, Legal Aid Attorney
Commissioner Will Miller	Tim Ames, Project Construction Manager	Tammy Cavaliere, Interim PH Compliance
Commissioner Geraldine Sumter	Gwen Isley-Boykin, MTW Coordinator	Herb Lewis, Community Safety Investigator
Shaunte Evans, Interim COO	Cheryl Campbell, Operations Project Manager	Tiara Vinson, Community Safety Investigator
Heather Franklin, Interim CFO	Tomico Evans, TFP Supervisor, Client Svcs.	Deborah Williams, RED Assistant
Chris Squier, Chief Development Officer	Monica Nathan, Contract Manager, Client Svcs.	Rosalyn Allison-Jacobs, Boulevard Edu. Consult.
Deborah Clark, Dir. of Communication & Res.	Allison Preston, Resident Safety Manager	Tawanna Wilson, Section 8 Participant
John Burns, Director of Client Services	Cynthia Williamson, Budget Director	Barbara Porter, Executive Assistant
Shawn Williams, Director of Section 8	Baseemah Hasan, Budget Analyst	Demetrius Phillips, Executive Intern
Shannon Bodnar, Director of Housing	Sharbara Ellis, Section 3 Coordinator	Jacqueline Anthony, Operations Assistant

1. Call to Order

A meeting of the Client Relations Committee (CRC) of the Housing Authority of the City of Charlotte was called to order at 1301 South Boulevard, Charlotte, North Carolina, at 2:03 p.m. pursuant to the notice sent to the Commissioners and Staff to review and discuss the developmental operation of the Charlotte Housing Authority.

Commissioner David Jones, Co-Chair, presided and Jacqueline Anthony, Operations Assistant, recorded the proceedings of the meeting.

2. Review and Approval of Agenda

Commissioner Jones made changes to the agenda to include: **1)** a recognition after the Resident Forum (*Item 4*); **2)** Item 7/Updates (*found in the meeting packet*) would not be presented due the length of the agenda and some of the discussion items. He suggested that if there were any questions about the updates, direct them to Shaunte Evans for a response (*and, if Ms. Evans receives any questions and the Board needs to discuss a follow-up, this will be done at the next committee meeting.*); **3)** the COO Operations Division update was to be oral, but Ms. Evans will email it to the Board; and **4)** change the order of the (*Item 8*) Discussion Items allowing the Boulevard Homes Educational Component to go first in case of time running out, with CHA University and Project-Voucher Availability to follow (*and, if not discussed today, they will be discussed next month*). Lastly, Commissioner Jones noted that the Executive Session is not a personnel matter, but a legal matter. Commissioner Will Miller moved to approve the agenda as modified; Commissioner Ben Hill properly seconded the motion; and the motion carried.

3. Review and Approval of Minutes

Commissioner Joel Ford moved to approve the minutes with the necessary correction adding, “to speak” at the end of the first sentence in Item 4. Resident Forum [*to read, “Commissioner Jones opened the forum, but there were not any residents present to speak.”*]. Commissioner Hill properly seconded that motion and the motion carried.

4. Resident Forum: Commissioner Jones opened the forum, but there were not any residents present to speak.

Commissioner Hill moved to close the Resident Forum; Commissioner Sumter properly seconded the motion; and the motion carried.

Commissioner Jones read an email sent (*at the end of last year*) to Commissioner Hill from Rabbi Judy Seldon-Cohen, who works with Rabbi Schindler at Temple Beth El, recognizing some senior staff (*Deborah Clark, Chris Squier, Tomico Evans, Shawn Williams, and John Burns*) for their many contributions which are making a significant impact on homelessness on the organizations which senior staff has devoted their efforts include the Charlotte-Mecklenburg Coalition on Housing Engagement and Advocacy Committee and the Beyond Casseroles Project. She noted that staff demonstrated tremendous energy, commitment, and diligence in their follow-ups. Rabbi Seldon-Cohen provided thanks for the staff helping in assessing resources and the CHA for connecting her with these people whom she is confident that their help will make a difference in what can be done for our community. And, on behalf of the CHA Board, Commissioner Jones offered thanks for their engagement and involvement.

5. Old Business: None

6. New Business:

- a. **Approve a Public Records Policy and Records Retention Schedule for CHA:** Before the presentation, Commissioner Jones commented to Commissioner Ford that it is awkward to bring this item before the Client Relations Committee. In the future, Commissioner Jones suggested, for further organizational consideration, to bring this type of item before the Finance/Governance Committee. Ms. Evans noted that CHA is required by State law to enact a policy (*for Public Records and record retention schedules are mandated*). There has been an increase in public records request and it was determined that an official policy on dissemination and records retention should be implemented.

A brief discussion ensued and the following changes were requested: 1) On Page 13/45, a verbiage change in the first paragraph/second sentence to include “must be” instead of “should be” (*reading: “In order to ensure that all public records requests are properly addressed, all such requests must be forwarded to the Corporate Communications Office and the Legal Division.”*); and 2) Additions by Commissioner Sumter, in regards to the Records Retention Schedule dates that are short in duration, were added to the document in Section I-Introduction (*last two sentences*). Commissioner Sumter recommended this item to the full Board; Commissioner Hill seconded the motion; and the motion carried.

7. Updates

- a. **COO Operations Division**
- b. **Children’s Home Society Contract Renewal at Boulevard Homes**
- c. **Moving Forward**
- d. **UNCC Comprehensive Affordable Housing Market Study**

8. Discussion Items

- a. **Boulevard Homes Educational Component:** The Boulevard education consultant, Rosalyn Allison-Jacobs, provided a project update by presenting some context of the work plan. She stated that the framework for this project began with developing a Theory of Change for the Boulevard Homes/HOPE VI Education Village project (*why the work is what it is and why they approach the strategies for accomplishing this work in the way they do*). [*handout provided*]

Overview: Ms. Allison-Jacobs talked about the over-arching goal to end intergenerational poverty and accomplishing community revitalization (*and pointed out that the education village is the tool used to accomplish this goal*). 1) The Theory of Change is the undergirding philosophy for why they believe a project is designed in a way that it is designed. She added that our theory of change for this project has to do with the power of education as a means to overcome poverty; and the ripple effect that it has throughout communities. The evidence for this is Purpose Built Communities that began in Atlanta (*it has been replicated in at least three cities outside of Atlanta*). 2) The strategies comprise why the work plan was developed as such as it is her belief that without engagement of critical stakeholders in the community, the project will not have the needed credibility and success factors it needs to be realized and carried to fruition. Building on the Purpose Built model, an additional strategy is to use evidence-based practices of successful initiatives in comparable communities (*same population demographics, sharing some of the same challenges in our community and build/adapt on those, so that it will fit the profile of our community*). The project has four phases with several deliverables that will be reviewed and/or approved by the CHA Board in order to sanction moving forward to the second phase. A critical piece, based on the progress of the work plan, a business case will be built for investments (*social/business*) in the development of the school and economic development needed for community revitalization. She concluded the first part of her presentation with the development of a logic model (*with measurable outcomes that correspond to the goals and strategies*).

Ms. Allison-Jacobs further explained, in the second part of the presentation, the context of the work plan/timeline (*page 41*) for the project noting some of the following activities and deliverables involved for each phase: 1) formation of community advisory council; 2) research and analysis of need and opportunity; 3) design model and map strategies for implementation; 4) market and promote education village investment opportunity (*The entire work plan process will be a blueprint for the school, but if the advisory council recommends that the best solution is a charter school, then all of this becomes the framework for a charter school application - yet to be determined*); and 5) prepare for school launch in temporary facility [*August 2014?*] (*She stated that this is not mapped out yet, but is being developed with preparation to launch the ‘cradle-to-career’ continuum.*).

Lastly, she talked about the charge to the Advisory Council (*page 44*) to the CHA Boulevard Homes/HOPE VI revitalization project. Expectations of the advisory council’s role are mapped out and it is hoped that this can be accomplished in approximately four meetings between January and late May, 2012. The advisory council is to inform the planning and design process (*using evidence-based data from other initiatives*) and make recommendations to the CHA Board of Commissioners for review/approval for how we proceed the best way forward. Invitations have been sent, and most have been accepted by some of the communities’ key stakeholders (*listing provided on page 44*); it is a work in

progress (*additional representatives from the business community have been approached to join and it is expected to have those deals sealed within the next couple of weeks*).

A discussion and/or inquiries ensued relative to the following: **1)** status on the additional representatives (*An updated roster was provided and Ms. Allison-Jacobs noted that conversations with those individuals are ongoing. The advisory council roster, including the additional names, is expected to be confirmed within the next two weeks. There are approximately three names outstanding*); **2)** status of Reid Park/Lift (*A handout was provided relative to the synergies, similarities, and differences of the Reid Park Academy, Project Lift, and Boulevard Homes Redevelopment [BHR]/HOPE VI. Ms. Allison-Jacobs noted that there is participation on a couple of levels with representatives from CHA/ Client Services meeting regularly with Reid Park team; the governance leaders of the three initiatives plus the [lead staff] for project management have met once; and the project management staff meets regularly. The alignment of the three initiatives includes community involvement and partnerships as well as parental involvement*); **3)** City Council/Representative involvement on advisory council (*Janet Singerman, CEO of Child Care Resources, Inc., has given advice/counsel to the Reid Park initiative. Ms. Allison-Jacobs stated that Project Lift is a probably a little more isolated/self-contained than the other two initiatives and there is not much overlap*); and **4)** what makes CHA's geography different (*CHA's geographical footprint is the same as Reid Park and Project Lift's area is the West Charlotte referral feeder system [the elementary/middle schools that feed into West Charlotte]. However, most service providers believe that the families are the same because of the challenges and patterns of movement of the families*).

Commissioner Miller inquired about the creation of a new initiative for CHA. His major concern was that CHA should join with Reid Park, due to them being 18 months ahead of us and we share the same geography. He believes that Reid Park is doing the same thing that CHA is trying to do; he is concern that efforts are being duplicated; and wonders why CHA will not collaborate with Reid Park. Ms. Allison-Jacobs explained that everyone agreed, based on the population projections, there would be a need for a school [*Reid Park being K-8 and over-crowded*]. It is the hope to establish a school, whether CMS district or a charter, and replicate the best of what Reid Park is doing to meet the population that will have those needs. Chris Squier added that HOPE/VI stipulates the requirement for a school in the BHR and HUD is holding CHA to this requirement.

Commissioner Miller suggested that as a Board, before CHA gets too much further down the road and not duplicate services, we need to learn more about Reid Park (*i.e., philosophies, goals, progress, make-up, resources*). He added that the Reid Park initiative is not about a school, it is about a community, a holistic approach to lift up a community. Commissioner Ford spoke of his past conversations with Charles Woodyard and Barbara Pelin -- that they were aware of what CHA is doing for Boulevard Homes and endorsed it. When looking at the over-arching issue of Boulevard and its replacement, Commissioner Ford stated that this is the route to go regarding an option outside of CMS and to change the educational patterns on West Boulevard and the revitalization that can happen there. This project, outside of Reid Park, in addition to the demand for a school --- looking at the educational model to target this population is a no-brainer. Commissioner Miller believes that the Venn diagram (*handout*) is inaccurate and, if the diagram is drawn accurately with Project Lift removed, you will see a Reid Park overlay. He added that, what CHA has is a piece of real estate that it wants to put a school, donate the land for the school, and support it as an organization. Commissioner Hill suggested that, knowing we need a school, we should learn what they are doing and investigate the whole thing before moving forward. Commissioner Miller requested that a Reid Park representatives come to next month's meeting, so that we can learn more about them. **Action:** Commissioner Jones stated it seems more appropriate to have Reid Park to meet with the BHR Educational Advisory Council as part of their work in coming back to the CHA Board with its recommendations (*thereby allowing the advisory council to make it findings and bring same back to the Board for its decision*).

- b. **CHA University:** Shaunte Evans prefaced the presentation with background information, stating that last summer, a team of employees (*Tammy Cavaliere, Jeff Meadows, Cynthia Williamson, Rosita Vazquez, Tammy Galloway, Demetrius Phillips [intern], and Deborah Clark [senior team resource to help them through the process]*) were pulled together to review and access our training and development needs. Tammy Cavaliere and Jeff Meadows presented CHA University, a leadership development initiative for staff, and its framework/process. Ms. Cavaliere talked about the beginning question, "Do we have the tools or skills that we need to get our job done?" It was determined that the answers were more technical and not inclusive of behavioral skills. The concept seeks to promote a cultural shift in support of scorecard initiatives and employee development by promoting learning and personal/professional growth at CHA.

Staff was assisted by Denise Cooper of Coach HR to help work through a self-identification process. Ms. Cavaliere presented the findings, and talked about the opportunity to go from Good to Great! She expounded on an ultimate goal of helping our residents to become self-sufficient, and mentioned staff wants to improve their ability to serve them efficiently/effectively to fulfill the CHA mission and meet the changing needs of our workforce (*providing them with needed skills and resources for success*). Additionally, Ms. Cavaliere mentioned that all employees are included and

talked about what they will learn, and then provided recommendations [1. refine and roll-out “I succeed”; 2) create CHA University; and 3) develop a training curriculum]. Based on orientation, pre-requisites and growth, the outcomes/objectives include demonstrated leadership behaviors; effective communication; culture shift; increase employee performance; and excellent customer service. She concluded the presentation by noting proposed evaluation tools (*pre/post employee and customer service surveys, 360 feedback, self-evaluations*). Jeff Meadows presented commercials of the (*limited*) communications (*embracing the concept and carry-out properly the thought processes whereby Group A/B would be working with extensive communications with each other and everyone would be working in the same direction*).

A brief discussion and/or inquiries were made relative to the following: 1) time commitment/logistics involved [when/how] (*There is no set time limit and it will be ongoing as refreshers may be needed and everyone will not be on the same level [she does not know how to put a timeframe on it]. Mr. Meadows added that those are some of the things the team hopes to talk with some of the potential providers (i.e. cost, time, when start). Until a curriculum is developed, the team cannot determine a time commitment and may be pointed in a different direction.*); and 2) expectation of additional cost over/above current technical training cost [or shifting of funds for already expended technical training over the leadership transparency training] (*Ms. Cavaliere stated that this will be something the consultant will look at, because a lot of technical training is done and is necessary. It may be a combination of both.*)

Commissioner Jones is for all self-improvement, cultural building, and developing leadership skills transparency to build trust, as they are all great goals. **Action:** He has concerns for efficiency, detracting from what we need to do to keep the lights on and cautioned the team to not commit to some expensive structure without bringing it back to the Board (*with a lot more detail as to what it looks like, how it impacts an employee’s day, what it cost, and the things we need to be doing to run the organization more efficiently*). Commissioner Sumter is all for it and wants to minimize our being able to respond to customer concerns and that this training could help repair and move to that as soon as possible for efficiency and effectiveness. Commissioner Ford added that it was started before Charles Woodyard left and staff were enthusiastic and wants the momentum to continue. **Action:** He believes and wants staff to look for additional strategies/steps as he also believes that training and development should be ongoing, but he does not know when it is to occur during an employee’s day. Shaunte Evans stated that funds were dedicated to get a consultant and to help shape the framework. She concluded the discussion by stating that staff was not able to answer the questions regarding time commitment since they have gone as far as they can as a group.

- c. **Project-Based Voucher Availability:** Shawn Williams provided a summary of the Project-Based Voucher (PBV) program noting that, with our designation as a MTW agency, we have flexibility to determine the number of PBVs that we want to allocate to the program. She further explained the following: 1) the PBV program utilization and commitments (*430 current utilization and 194 outstanding PBV commitments for a total of 624 [coming from our tenant-based voucher funds]*); 2) voucher supply and demand (*citing the average monthly voucher turnover [15], commitments [-10], HCV reinstatements [-3], port absorptions [-0.5] and right to move requests [-1] with a remaining monthly balance of 0.5*); 3) voucher turnover (*varied from 7-23 during the last 12 months with anticipation – depending on termination trends – fulfilling our PBV commitments by 2012 [best case] and 2015 [worst case]*); and 4) the future of the PBV program (*If CHA increases the number of vouchers that will be project-based, the HCV tenant-based waiting list will remain unserved another 1-5 years.*). Ms. Williams concluded with question for consideration (**A-If we increase the size of our PBV program, what will be the cap?** **B-What types of organizations should CHA partner with?** **C-What population would be best served in a multifamily environment?**).

A discussion ensued and/or inquiries were made relative to the following: 1) Commissioner Miller suggested that CHA get more Section 8 vouchers and recommended an effort to go before Congress soon for same (*Shawn Williams indicated that there are no new vouchers. Commissioner Sumter added that we formulate a plan and look at the possibilities and potential risks.*); 2) solving the waiting list issue to remove expectations, priority of voucher placement, and waiting list recommendations (*Ms. Williams stated that the vouchers are shelved/not issued – This type has priority over the waiting list and is committed in the Annual Plan and is pipelined. - Page 40: If project-based vouchers increase, the HCV tenant-based waiting list remains unserved for 1-5 years.*); 3) way to get HUD to change policy (**Action:** *Commissioner Jones requested Shaunte Evans and Deborah Clark to get bold of a legislative representative to find out what has to happen, Board to decide whether CHA will invest the energy to get the change. Commissioner Hill also suggested a Board/ Staff meeting regarding a complete vetting of vouchers and waiting list [and what population we are trying to serve, what are we trying to do with the vouchers, whether we can’t create vouchers with our own money] to see what our direction/policy should be.*); and 4) communications to waiting list participants (*Ms. Williams replied that we communicate by purging the waiting list as we are obligated to do so, find out if they are still interested and, thus the list is updated. Commissioner Ford requested to have staff collect data (where living/ what need is, if number is active/ redeem the time to know what the waiting list consists and whether we can serve them; and communicate with them).* **Action:** *Commissioner Jones added to talk with in-house folks or banks and, perhaps, give priority to those who pay 50% over those who pay 25% of their monthly income in rent to*

qualitatively sort those who are in worst housing crisis than others. Ms. Williams added that we would need to look at our local preferences and putting that in writing; and Commissioner Hill stated that this is something that will need to be discussed.)

Action: Commissioner Jones suggested that, when opportunities occur over the next couple of months, we can have a small, short active agenda and reserve time to have this discussion and reserve large meetings to further discuss the BH Education piece. He asked Shaunte Evans to look for a short session on the day-to-day and leave a block of time that would pre-suppose a thorough presentation of the various options and pools of folk out there and data gathered from the purge of the list (*as discussion items*).

Commissioner Jones entertained a motion to suspend the meeting for an Executive Session to discuss a legal matter, per a motion by Commissioner Miller, and seconded by Commissioner Sumter.

9. **Adjournment:** The meeting adjourned at 3:50 p.m. per a motion by Commissioner Hill and seconded by Commissioner Sumter.

Next Meeting: Thursday, February 9, 2012 (2:00 p.m. to 3:30 p.m.) at Autumn Place located at 321 North Davidson Street (across the street from the Carol Hoefener Center)

Respectfully Submitted,

Jacqueline Anthony
Operations Assistant to the COO

Approve Revision of MOUs Between the CHA and RAC, and Resident Organizations Regarding Relations and Resident Activity Funds

Action: Approve a Resolution to:

- 1) Execute the revised Memorandum of Understanding (MOU) concerning relations between the CHA and the Resident Advisory Council (RAC), and various Resident Organizations (RO) representing residents in each development; and**
- 2) Execute the MOU between the CHA and RAC, and the various ROs regarding Tenant Participation and Resident Activity Funds.**

Staff Resource: John Burns, Lekeista Freeman

Strategic Business: Operations

Strategic Goal: Create an environment that encourage client families to reach their highest potential.

Background/Policy Framework:

This is the governing document for continuous improvement surrounding communication, reporting, and involvement. The current Memorandum of Understanding (MOU) has expired.

Explanation:

After examining the Code of Federal Regulations (CFR), it was determined to be in the best interest of the resident organizations to have individual MOU's. These documents are meant to guide both RAC and CHA of reporting guidelines, financial responsibilities, and ensure compliance with Federal Regulations. The formal document outlines the relationship for the RAC, CHA, and Board of Commissioners.

Committee Discussion:

This item will be discussed at the February 9, 2012 Client Relations Committee Meeting.

Funding:

Tenant Participation Funds and Tenant Activity Funds

Attachments:

Resolution

Summary of Major Changes in MOUs Between CHA and RAC

MOU Concerning Relations Between the CHA and RAC, and Individual ROs Representing Residents in Each Development

MOU Between CHA and RAC, and Various ROs Regarding Tenant Participation and Resident Activity Funds

Contact person for questions from the Operations Office: John Burns (704-432-4997), Lekeista Freeman (704) 336-5267

Does this explanation require a Budget revision? No

Does this action require a revision to the Agency Plan or Lease? No

Is a resolution necessary? Yes

RESOLUTION

APPROVE REVISION OF MOUs BETWEEN THE CHA AND RAC, AND RESIDENT ORGANIZATIONS REGARDING RELATIONS AND RESIDENT ACTIVITY FUNDS

WHEREAS, the purpose of the Memorandum of Understanding (MOU) is to develop core values and general operating agreements with the Resident Advisory Council (RAC); and

WHEREAS, after examining the Code of Federal Regulations (CFR), it was determined to be in the best interest of the resident organizations to have individual MOU's. This document is meant to guide both RAC and CHA of reporting guidelines, financial responsibilities, and ensure compliance with Federal Regulations. The formal document outlines the relationship between the RAC, CHA, and the Board of Commissioners.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners does hereby approve this Resolution to authorize execution of the revised MOU between the Charlotte Housing Authority (CHA) and the Resident Advisory Council (RAC), and Resident Organizations (RO) regarding Relations and Resident Activity Funds.

RECORDING OFFICER'S CERTIFICATION

I, Shaunte' Evans, the duly appointed Interim Secretary of the Housing Authority of the City of Charlotte, North Carolina, do hereby certify that this Resolution was properly adopted at a regular meeting held February 21, 2012.

(Seal)

BY: _____
Shaunte' Evans
Interim Secretary

Client Services: Summary of Major Changes in MOUs Between CHA and RAC

Over the course of several months, CHA staff, RAC members and Linda Johnson, RAC's legal counsel, had six meetings to negotiate changes to the two Memorandums of Understanding that outline CHA's relationship with both the Residents' Advisory Council (RAC) and the individual Resident Organizations (RO) at CHA developments.

Staff involved in these meetings included John Burns, Tomico Evans, Lekeista Freeman, Alyson Traw, Shannon Bodnar, Heather Franklin, and Cheryl Campbell. Gainor Eisenlohr kept detailed notes and prepared revised drafts for circulation, review and comment. RAC participation was led by Mrs. Lucy Brown and included Donna Green, Linda Morant, Melody Heath, Miriam Bey, Marcia Simpson, and Alberta McLean. Linda Johnson also met separately with RAC on the proposed changes. Before submitting these documents for signature, Mrs. Brown held two separate meetings (with no CHA staff present) where all RO presidents were invited to provide comment and feedback.

The MOUs were revised to bring them into compliance with the Federal Register guidelines and to set the framework in place for a timely expenditure of all tenant participation and resident activity funds.

These new MOUs are truly an example of cooperation and partnership, and now reflect a joint RAC/CHA working relationship that allows for a strong resident voice, as well as a strategic use of resident participation and tenant activity funds.

Major changes made in the MOUs include:

1. **THE CHA/RAC MAIN MOU:**

- The committee decided to delete most of the section on funding and indicate in the main MOU that a separate MOU will detail how CHA will handle both Tenant Participation and Resident Activity Funds with RAC and each RO as it relates to the tenant participation and resident activity funds.
- RAC and the ROs were given a deadline of September 15 for submission of their budgets so that these can be included in the overall CHA budget process for the following fiscal year.
- CHA site managers will provide the RO president, at that site, a list of all new move-ins over the last 30 days by the 5th of each month (this is a change in timing from the previous MOU).
- Allows CHA the opportunity to refuse to recognize an individual RO should one of two things happen:
 - i. The RO cannot document that its election followed the specific procedures outlined in the MOU and/or,
 - ii. The development already has a duly-elected RO, and another group of residents is also seeking recognition.
- The Resident Safety Manager and/or his designee will attend development-level monthly Quality Circle meetings and the Resident Safety Manager will consult with RAC on choosing the staff coordinator for Tenant Patrols.
- Failure of a RO, or RAC, to abide by the CHA policies on the use of a CHA community room (as specified in the MOU's Attachment A) will result in forfeiture of access to the facility for private use by the offending individual or organization for up to 12 months.
- The RO and RAC officer election procedures are now specified in the new MOU. These procedures are important because they must be followed, in order for CHA to recognize RO

officers as “duly elected” and only duly elected ROs can be recognized and have their president be eligible for the stipend.

- Because an RO does not need to coordinate their election with RAC to be recognized, the main CHA MOU spells out the procedures that RO needs to follow to be recognized.

2. THE RESIDENT ACTIVITY AND TENANT PARTICIPANT FUNDING MOU

- It has been determined that CHA cannot require RO participation in RAC before allowing that individual RO to receive its tenant participation funds (stipends). All RO presidents must now submit their requests for their monthly stipend to the CHA Resident Council Liaison (RCL) rather than to RAC.
- The Tenant Participant fund now contains approximately \$60,000 from previous year allocations that have not been spent. RAC and the CHA Client Services Department will work together to develop a budget for spending these dollars on eligible activities and services.
- The stipend for each RO president is now an all or nothing situation. Should the RO president comply with the rules, he/she will receive the entire payment (rather than reducing the stipend should the RO not turn in all required documents). Should the RO president not provide the RCL all document required, he/she will not receive the stipend for that month.
- The new MOU now specifies that CHA’s Client Service Department, in consultation with RAC, can spend the unutilized Tenant Participation Funds (\$25 per occupied unit per year) in the fiscal year following the year those funds were not spent.
- The new MOU also specifies, in accordance with Federal guidelines, that \$10 of that \$25 amount will be set aside by CHA for CHA to fund tenant participation activities at that site, and the remaining \$15 per unit can be spent by the RO and/or RAC once those organizations have followed the budget requirements outlined in the funding MOU.

Memorandum of Understanding
Concerning Relations Between the Housing Authority of the City of Charlotte, NC,
the Residents' Advisory Council, and Individual Resident Organizations
Representing the Residents in Each Development

WHEREAS, the United States Department of Housing and Urban Development (HUD) promotes resident participation and the active involvement of residents in all aspects of housing authority overall mission and operation (24 CFR 964.11);

WHEREAS, the Board of Commissioners of the Housing Authority of the City of Charlotte (CHA) supports the involvement of CHA residents in operational decisions of the authority and views this involvement as a key component in accomplishing the CHA mission;

WHEREAS, the residents of the CHA desire to participate in and support the success of the CHA mission;

NOW THEREFORE, the CHA and the Residents' Advisory Council of the Charlotte Housing Authority (RAC) enter into this Memorandum of Understanding on this the __ day of _____, 2012.

1. Purpose: This agreement describes the relationship among the CHA, the duly elected (24 CFR 964.105) RAC, and the duly elected (24 CFR 964.130) Resident Organizations (ROs) in each of the developments managed or owned by the CHA.

This agreement also outlines the process and procedures through which the RAC and RO's may participate in and/or partner with CHA in all areas of operation, including, but not limited to, admissions and occupancy, general management, maintenance, modernization, security, resident training, resident employment, youth services and human services.

2. Scope: This agreement applies to the CHA and all resident representative organizations elected in accordance with the provisions of 24 CFR 964.105 or 24 CFR 964.130.
3. Role and Responsibilities of the CHA. The CHA will facilitate resident participation and involvement in its operation as follows:
 - a. Board of Commissioners is responsible to:
 - i. Recognize a duly elected resident organization (RO) as the sole representative of the residents it purports to represent and support its tenant participation activities (24 CFR 964.18(a)(1)) and not recognize a competing resident organization once a duly elected resident organization has been established (24 CFR 964.18(a)(7));
 - ii. Recognize a duly elected jurisdiction-wide Residents' Advisory Council (RAC) and receive a regular report of RAC activities; and
 - iii. Review the MOU performance reports of the RAC and CHA management.
 - b. CHA Chief Executive Officer, or his/her designee, is responsible to:
 - i. Work to foster a mutually supportive relationship by conducting regularly

scheduled meetings with the RAC and ROs and encouraging the formation of joint CHA Management-Resident committees to work on issues and planning (24 CFR 964.18(a)(8));

ii. Provide appropriate guidance to residents to assist them in establishing and maintaining a resident organization when requested by RAC (24 CFR 964.18 (a)(2));

iii. Provide the residents or any resident organization with current information concerning the CHA's policies on tenant participation in management;

iv. If requested, CHA should provide a duly recognized resident council office space and meeting facilities, free of charge, preferably within the development it represents. If there is no community or rental space available, a request to approve a vacant unit for this non-dwelling use will be considered on a case-by-case basis (24 CFR 964.18(a)(5)).

v. Ensure CHA staff complies with the provisions of this MOU and 24 CFR Part 964;

vi. Provide an Annual Report to the CHA Board of Commissioners on the level of success achieved by the RAC in executing its Annual Plan and its responsibilities under this agreement; and

vii. Consult with RAC when choosing the Resident Safety staff member(s) to coordinate tenant patrol activities.

c. CHA Resident Council Liaison (RCL) is responsible to:

i. Take a lead role, in collaboration with RAC, for assuring maximum opportunities for skills training for public housing residents (24 CFR 964.140);

ii. Assist the RAC and ROs in obtaining information concerning CHA policies and procedures;

iii. Assist the RAC and the ROs in developing their annual budgets and annual report to the Board of Commissioners;

iv. Identify community resources for assisting RAC and ROs in the development of programs and services;

v. Facilitate cooperative relations between the RO and site management staff;

vi. Advise the RAC upon request on dispute mediation between the RO and its community;

vii. Monitor RAC and RO compliance with the provisions of this MOU and 24 CFR Part 964;

viii. Work with CHA and/or RAC in coordinating any change to this MOU;

ix. Monitor, either personally or through a designated representative, the resident organization elections to ensure compliance with established written procedures (24 CFR 964.130),

x. Ensure the RAC is notified of applicable grant opportunities, and provide assistance to RAC and/or the RO, as requested, on completion of the grant application.

xi. Work with Regional Property Management staff to ensure understanding of RAC and Ro site related issues and advise property management staff in the development of solutions,

xii. Submit monthly stipend check requests to the CHA Accounting Department following the procedures outlined in the Tenant Participation and Resident Activity Fund MOU, and

xiii. Convene a monthly meeting of all RO presidents.

d. CHA site management staff is responsible to:

i. Support the RAC effort to organize a development RO by having RAC participate in the manager's mandatory community meeting for the purpose of beginning the process toward holding elections;

ii. Notify the RAC within five (5) days after the move out due to eviction of an officer of the development RO;

iii. Provide the RO presidents with a list of all new development residents who moved in during the previous 30 days by the 5th day of each month;

iv. Review the meeting agenda proposed by the RO president and incorporate additional agenda items as needed at least seven (7) days prior to a scheduled Quality Circle meeting;

v. Negotiate with the duly elected RO officers on all uses of community space for meetings, recreation and social services, and other resident participation activities, including the use of development facilities and common areas by outside groups, pursuant to HUD guidelines (24 CFR 964.18 (a)(6));

vi. Work with the RO to create a shared monthly calendar of community activities;

vii. Attend all scheduled development-level Quality Circle meetings;

viii. Attend RO meetings when requested by the RO president for the following purposes:

(1) Providing reports on management, maintenance and resident service activities; and

(2) Obtaining input and feedback from residents regarding concerns,

issues or ideas they may have.

Unless requested by the meeting's chairperson to remain, the CHA staff person(s) will be excused from the meeting after their presentation in order for the RO to conduct its business.

ix. Ensure that all CHA Development Staff are familiar with and understand the provisions of this MOU; and

x. Periodically evaluate the RO on its support of the provisions of this MOU.

e. CHA Resident Safety Responsibilities:

i. Assist the RAC and/or ROs in organizing, training and implementing tenant patrols upon request;

ii. Assist the RAC in developing a set of policies and procedures, in coordination with the CHA Legal Department, that govern the operation of all development tenant patrols and support their effective and efficient operation;

iii. Jointly develop tenant patrol coordinator performance criteria with the RAC and include the agreed upon performance measures in the coordinator's annual work plan;

iv. Periodically assess the operation of development tenant patrols to ensure they are operating within CHA policy and the policies and procedures established by the RAC; and

v. Make recommendations to CHA and the RAC on policy and procedure changes to improve tenant patrol operations.

vi. The Resident Safety Manager or a designee will attend the RO monthly Quality Circle Meeting.

vii. The Resident Safety Manager shall consult with RAC in choosing the Resident Safety staff member who will assist in coordination of tenant patrol activities upon request.

4. Role and Responsibilities of the Resident Organizations (RO). The role of the resident organization (both jurisdiction-wide and development level) is to improve the quality of life and resident satisfaction and participation in self-help initiatives to enable residents to create a positive living environment for families living in public housing (24 CFR 964.100).

The RAC is an organization comprised of the duly-elected RO presidents. The RAC Board is elected by the full RAC to represent resident interests to CHA staff and the CHA Board of Commissioners.

- a. The RAC is responsible to:

- i. Advise the Board of Commissioners and CEO in all areas of CHA operations (24 CFR 964.105 (b));
- ii. Adopt and follow written bylaws that provide for the election of residents to its governing board in accordance with 24 CFR 964.115 (b) and 24 CFR 964.130, and encourage and assist the ROs in adopting such procedures;
- iii. Encourage its members to become familiar with and comply with the provisions of this MOU and 24 CFR Part 964;
- iv. Provide the CHA Board of Commissioners and oral monthly report of RAC activities. This report will be provided *in writing* to the CHA Chief Administrative Officer in sufficient time to be included in the monthly commission meeting agenda packet.
- v. Provide the CHA Board of Commissioners, through the Board's Client Relations Committee, and Annual Plan for executing its responsibilities under 24 CFR Part 964 and this MOU by February 15 of each year. The Annual Plan should describe the RAC's goals and performance measures for improving the quality of life, resident satisfaction and participation in self-help initiatives to enable residents to create a positive living environment in public housing;
- vi. Provide the CHA Board of Commissioners, through the Board's Client Relations Committee, a report on the success of the fiscal year's Annual Plan no later than June following the end of the fiscal year (March 31);
- vii. Provide the CHA Director of Client Services, via the RCL, an Annual Budget for the Tenant Participation Funds and requests for Capital Improvements by September 15th of each year for the fiscal year that begins the following April 1;
- viii. Provide an Annual Report to the Board of Commissioners on the CHA executions of its responsibilities under this MOU, through the Board's Client Relations Committee, no later than May 30th of each year. The format of this report will be coordinated with the Client Relations Committee;
- ix. Work to organize an RO in each CHA managed or owned public housing development;
- x. Upon request of an RO, assist the RO to conduct an election that is in accordance with 24 CFR 964.125 and 24 CFR 964.130 and the adopted written procedures of the RO. If an active or current RO fails to hold an election as required by the regulation and that RO's by-laws, RAC will withdraw recognition of that community.
- xi. Plan, schedule and conduct Quality Circle meetings with the CHA staff to discuss problems, plan activities and review progress (24 CFR 964.105(c));
- xii. Maintain a master calendar of RO meeting schedules;
- xiii. Provide training for elected resident officers in order to enhance their ability to

fulfill the roles of the elected positions;

xiv. Ensure the appropriate distribution of resident activity and tenant participation funds from the CHA as expressed in the Memorandum of Understanding Regarding Tenant Participation and Resident Activity Funds;

xv. Develop policies and procedures, in coordination with the CHA Resident Safety and Legal Departments, for governing the operation of all development tenant patrols;

xvi. Appoint a tenant patrol coordinator consistent with the policies and procedures referenced in xv above; and

xvii. Oversee the organization, training, and operation of tenant patrols in accordance with CHA policy and the policies and procedures established by the RAC, and

xviii. Attend the regular (e.g. monthly) RO meeting convened by the RCL.

b. Each RO is responsible to:

i. Adopt written procedures (i.e. bylaws) that provide for the election of residents to its governing board (24 CFR 964.115(b));

ii. Hold frequent meetings with the residents to ensure that residents have input, and are aware and actively involved in CHA management-resident organization decisions and activities (24 CFR 964.18(a)(9));

iii. Represent issues and concerns of development residents to the RAC, the development management staff and/or the RCL as appropriate;

iv. Support the RAC in its execution of its Annual Plan, if applicable;

v. Work with the Development Managers to ensure the successful integration of new families into the development;

vi. Work to foster a mutually supportive relationship by planning, scheduling and conducting Quality Circle meetings with the Development Management staff at mutually convenient times, and coordinate agenda items with the management staff at least seven (7) days prior to the scheduled meeting;

vii. Prepare an annual budget, as outlined in the Tenant Participation and Resident Activity Funds MOU:

viii. Coordinate the use of development facilities and common areas in accordance with the CHA Public Housing Use of Common Areas Policy attached at the end of this MOU;

ix. Periodically evaluate site management staff on their support of the RO and the provisions of this MOU and notify the regional manager of any issues of non-compliance, and

x. Attend the monthly meeting convened by the RCL.

5. Frequent and Regular Meetings. To ensure open and frequent communications between the CHA, ROs and RAC, the following meetings will be conducted:

a. Development Level Quality Circles. Once each month, the Development Manager, RO executive officers, and others (CHA staff, Resident Safety, and Charlotte-Mecklenburg Community Police Officers as appropriate) shall meet for the purpose of discussing issues and concerns and planning strategies to improve the quality of life in the community. The Development Manager and RO president will agree to an agenda for the meeting in advance of each meeting. The RO may invite representatives from any other agency or group active in the neighborhood to participate in a Quality Circle Meeting. The regular time for these meetings and the method of selecting a facilitator will be established and agreed upon by the participants and reported to the RAC, which will keep a master calendar of Quality Circle and RO meetings and will share this information with the RCL.

b. Authority-wide Quality Circle. The RAC will meet monthly with a member of the CHA Board of Commissioners, the President/CEO, the COO, the Director of Client Services, Resident Safety, and the RCL for the purpose of discussing policies and issues affecting residents and for planning programs and training. The RAC will develop an agenda for the meetings seven (7) days in advance of each meeting.

c. Special Committees and Task Forces.

i. If special task forces or committees are necessary, the CHA will request assistance from the RAC, through its president, prior to implementation. All efforts in this area will meet the approval of RAC.

ii. At least two representatives from RAC (either the board or the general membership) will participate in the committee for Capital Improvements planning.

6. Office and Meeting Space.

a. The CHA shall negotiate with each individual RO (with assistance from RAC upon request of the RO) on all uses of that development's community space for meetings, recreation and social services, RO office, and other resident activities, pursuant to HUD guidelines in 24 CFR 964.18(a);

b. All requests for the use of community space must be approved as set forth in the CHA Public Housing Use of Common Areas Policy attached at the end of this MOU as Attachment A;

c. Failure to abide by CHA policies on the use of the CHA community room (as specified in Attachment A) will result in forfeiture of access to the facility for private use by the offending individual or organization for up to 12 months.

7. Recognition of Residents Organizations (RO) and RAC

a. In order to receive recognition by the CHA, jurisdiction-wide RAC and development

RO officers must be elected in accordance with adopted written procedures and HUD regulatory requirements outlined in 24 CFR 964.130. Both ROs and RAC must also:

- i. Notify the RCL of an election at least 15 days prior to the scheduled election date;
- ii. Provide the RCL a copy of the adopted written procedures under which the election will be conducted;
- iii. Provide a statement from an independent third party certifying that the election was conducted in accordance with the adopted written procedures and HUD regulations. The RO and the RCL should create a pool of volunteers willing to provide the necessary independent third party verification.

b. Should this be an existing RO, the elections must be held in accordance with the by-laws of that RO, consistent with 24 CFR 964.130.

c. Should this be an election to establish a new RO, the elections must be held in accordance with the procedures outlined in 24 CFR 964.130.

d. The ROs have come together to create a CHA-wide advisory council known as the Residents' Advisory Council (RAC) for the purpose of representing all residents and individual ROs in matters dealing with Authority-wide policy and procedure, and to assist individual ROs upon request. The CHA recognized the duly elected officers of RAC as the primary representatives for residents in those matters affecting all residents living in units managed or owned by the CHA. Such matters include, but are not limited to, admissions and occupancy policies, general management and maintenance, resident training and services, and CHA-wide programs and activities.

e. If the CHA determines that a resident organization should not be recognized due to improper election procedures, that determination may be appealed by any candidate in that election. The appeal must be submitted to the RCL. An independent third party will jointly be selected by the affected candidate, RAC President and the CHA for arbitration and the decision of the arbitrator shall be final.

f. Once the certification of election of a resident council is accepted by the CHA, that council shall be the primary representatives for the residents by the CHA regarding issues specifically affecting their respective community.

g. Each RO is also encouraged to help plan and implement programs for residents ranging from youth activities to safety and security patrols consistent with CHA policy and HUD regulations.

8. Nature of Relationship.

a. While the CHA has sole responsibility for management operations, it shall ensure strong resident participation in all issues and facets of its operations through the duly elected ROs at public housing developments and jurisdiction-wide resident organization.

b. Resident Organizations shall be actively involved in the CHA’s decision-making process and give advice on matters such as modernization, security, maintenance, resident screening (through participation in developing the CHA selection criteria in its Housing Occupancy Plan (HOP)), and recreation. The CHA and RAC shall encourage to the maximum extent possible, resident membership on the Housing Authority’s Board of Commissioners;

c. RAC shall recommend suitable candidates for the position of resident member(s) of the Board to CHA for submission to the City;

d. The CHA shall work in partnership with the duly elected resident organizations.

e. The CHA, upon request from the duly elected resident organization, shall ensure that the duly elected resident organization officers and other residents in the community are fully trained and involved in developing and implementing Federal programs.

f. The CHA shall involve resident organization officers and other interested residents in the community through education and direct participation in all phases of the budgetary process.

9. Funding of Programs

a. CHA will make available to the RAC and/or ROs, as appropriate, funds to the extent that HUD and other funding sources authorize funds to be used by the RAC and ROs and to the extent that such funds are available to CHA.

b. Funds shall be disbursed according to applicable regulations governing the specific program for which the funds are appropriated. An agreement regarding the use and distribution of funds specifically allocated for resident activities and tenant participation shall be negotiated by CHA and RAC (and/or each individual RO) each year, or as otherwise required by HUD, and each such agreement shall be recorded in a separate Memorandum of Understanding.

This MOU is agreed to by:

Shaunte Evans, Interim Chief Operating Officer
For the Housing Authority of the City of Charlotte, N.C.

Date

Lucy Brown, President
Residents’ Advisory Council (RAC)

Date

Attachment A: Public Housing Use of Common Areas Policy

Attachment A

PUBLIC HOUSING USE OF COMMON AREAS POLICY
LAST AMENDED: JUNE 21, 2011

OUTDOOR COMMON AREAS

1. A request for use of the outdoor common areas of a housing community by any individual or organization must first be presented to the Housing Manager of the housing community in the form of a written proposal that includes the following information: a) name, address, and telephone number of the organization proposing the event; b) name of the contact person for the organization; c) purpose for which the use is requested; d) target audience; e) number of people expected to attend the event; (f) proposed activities; (g) a copy of the “Declarations of Coverage” for the organization’s general liability insurance policy (including sexual abuse) to be reviewed by the Authority’s Risk Analyst to determine appropriate requirement level based on event; and (h) if applicable, evidence of worker’s compensation insurance coverage as required by state law. *Organizations that cannot provide proof of the appropriate insurance coverage shall not be authorized to use the outdoor common areas of any CHA community.*
2. The written proposal must also include all security measures that the individual or organization will have in place to insure safety of those who attend the event. Such measures must include providing off-duty police officers and/or private security personnel to patrol the area during the event. A minimum of one (1) police officer and/or security officer must be provided for every fifty (50) people expected to attend.
3. The proposal will not be considered for approval unless the proposed activity either contributes to an improvement of the quality of the lives of the community’s residents, or promotes self-sufficiency.
4. The initial joint approval of the proposal is required by the Resident Organization at the site and the Housing Manager for the community in which the event is proposed. If a community has no official Resident Organization, then joint approval by the Resident Advisory Council and the Housing Manager shall be required. In the event either the Resident Organization (or Resident Advisory Council) or the Housing Manager does not approve the proposal, it shall be the responsibility of the Housing Manager to immediately advise the individual or organization in writing of the disapproval of the proposal. Said letter shall specifically state the reason for the disapproval of the proposal.
5. If the Resident Organization (or Resident Advisory Council) and the Housing Manager both approve the proposal, the proposal shall then be presented to both the Asset Management Department and the CHA Legal Department for final review and approval.

6. Upon final approval, the CHA Legal Department will prepare a contract to establish the obligations of the requesting individual or organization. In order to obtain a contract by the event date, the proposal must be submitted to the Legal Department at least thirty (30) days prior to the event date.
7. All organizations, including faith-based organizations, shall have equal access to the outdoor common areas, assuming all the above-described criteria is met. *However, faith-based organizations shall not be allowed to stage events if the primary purpose of the event is the promotion of religion.*
8. All activities must be open to the entire CHA community, without charge.
9. No alcoholic beverages, illegal drugs, or weapons will be allowed on the premises at any time.
10. It will be the organization contact's responsibility to insure that the area is thoroughly cleaned immediately following the end of the event. A failure to clean the area may be grounds for denial of future use of any area of the community and a charge by CHA to clean.
11. CHA may require a security deposit, depending on the nature of the event, to insure that the outdoor common area(s) will be restored to its original condition.

INDOOR COMMON AREAS

1. Regularly scheduled resident activities have first priority. These facilities may be used by CHA departments and CHA sponsored and recognized programs and organization, as stated in the Memorandum of Understanding (MOU), including the official residents' organization in respective neighborhoods, for meetings, programs, and activities which have community business, educational, social or cultural significance. All uses of these facilities must be sponsored by CHA, the Residents Advisory Council, the Residents' Organization, or an individual resident and must be open to the entire community, except for private parties or family gatherings or events.
2. Proposals for community activities which involve the use of CHA properties must be submitted in writing to the Manager and the Residents' Organization president at least 7 days prior to the date of the scheduled activity for approval. A calendar of scheduled activities will be maintained jointly by the manager and the Residents' Organization president and posted in a central location in each community. Proposals shall be approved or denied on a nondiscriminatory basis in accordance with applicable law.

3. **Damage Deposit/Fee - \$50** cashier's check or money order, or personal check (NO CASH). \$25 is non-refundable and paid to the resident organization for use of the space. Provided Community Room has been cleaned and everything is in order with no damages, \$25 dollars will be refunded. Any event sponsored by the Charlotte Housing Authority or Resident Organization is exempt from the non-refundable fee.
4. **Kitchen Usage - \$20** non-refundable (NO CASH). This is for the use of the kitchen, stove and refrigerator only. You should provide your own dishes and coffee pots as needed. Any event sponsored by the Charlotte Housing Authority or Resident Organization is exempt from the non-refundable fee.
5. Private parties or family gatherings or events may be held in the COMMUNITY ROOM or on the grounds surrounding these facilities. Only heads of household may request use of the community space for such events. Resident reserving the Community Room **must be in attendance during entire event.** Party must stay in Community Room. Children (including non-head of household teenagers) must be chaperoned and supervised at all times.
6. Religious events, including prayer meetings, worship services; meditation sessions, singing events, etc. must be open to the entire community, such events shall not be sponsored by the Charlotte Housing Authority.
7. Community Room is reserved on a first-come, first-serve basis. Maximum reservation time is for a period of 6 hours only, this will allow more Residents access to the room. This includes clean up time and set up time. Only one reserved event per day allowed. Under no circumstances shall fund raising activity occur, or fees be charged, for participation, other than those approved or conducted by the Residents' Organization or Residents' Advisory Council.
8. There will be NO SMOKING in any of the common areas of the building. We feel this decision is in compliance with the Clean Air Act. **No** candles or fireworks of any kind may be used at any time.
9. A "RESERVED" sign must be picked up from the management office during business hours prior to the event and posted on the door 4 hours prior to the reservation time.
10. **The Community Room can only be reserved by RESIDENTS of (*insert community name*).** All reservations must be made in advance with the office, along with the deposit. The Management reserves the right to refuse use of the Community Room.

11. The Resident reserving the Community Room is responsible for ALL damage caused by party or by guests in the Community Room, or in the common areas of building or the grounds or the parking lots. THE RESIDENT WHO RESERVED THE COMMUNITY ROOM WILL BE ASSESSED ANY AND ALL ADDITIONAL DAMAGE CHARGES.
12. Maximum number of occupants per Fire Code, as posted, must be observed at all times. Load Limit is ***(insert applicable community room load)*** occupants maximum for entire room. A report of the number of persons expected to attend any activity must be provided prior to the date of the event.
13. It will be the responsibility of the person who reserved the COMMUNITY ROOM to assure that it is thoroughly cleaned and properly organized (including disposal of interior and exterior trash) following use. Any group using the facility will be required to set up and take down chairs and tables needed/used for meeting or activities. An Initial Walk-Through Inspection Check List Form must be completed by the Manager or RO President and the person reserving the room prior to use of the facility, and a Final Clean-up/Inspection Check List Form must be completed by the Manager or RO President and the person reserving the room after the use of the facility. Failure to comply may result in denial of future use of the facility. If additional cleaning is necessary and not completed by the resident, you will be charged \$20 per hour per staff person.
14. No alcoholic beverages are allowed in the Community Room or the common areas of ***(insert community name)*** at any time.
15. The Community Room may only be reserved by a Resident for a maximum of 12 occasions each year.
16. Windows are not allowed to be covered, without management approval.
17. Furniture is not to be removed from the Community Room, nor is any furniture, rugs brought into the room, without management approval.
18. Outside agencies and organizations cannot have sales or fund raisers on the property. "Service Sales" for the residents such as Fresh Fruits & Vegetables during the summer, etc. must be approved by Management.
19. If any Resident reserves the Community Room and fails to comply fully with the policies set forth, they will forfeit their right to reserve the Community Room for one (1) year.
20. According to the Charlotte city code (Chapter 15, Article 3), the noise ordinance will be observed. All music and noise shall cease at 10:00 p.m.

In the event that at any time the Charlotte Mecklenburg Police Department must be called in regards to a Community Room party for loud noise or disruptive behavior, the Resident will be ineligible to use the facility in the future and will forfeit the Security Deposit. A lease conference will be placed in the file as well.

Memorandum of Understanding
between
the Housing Authority of the City of Charlotte, N.C. (CHA), the
Jurisdiction-wide Residents' Advisory Council (RAC) and the various
Resident Organizations (RO)
regarding
Tenant Participation and Resident Activity Funds

WHEREAS, the U.S. Department of Housing and Urban Development (HUD) provides, via its operating subsidy, annual funding for tenant participation and resident activities in public housing units, and

WHEREAS, CFR Title 24, Part 964 outlines the purposes and proper uses of these funds, including funding of \$25 per unit per year for units represented by duly elected resident councils for residents services, subject to the availability of appropriations, and

WHEREAS, CFR Title 24, Part 964.150 further outlines that of that \$25 per unit amount, \$15 per year is provided to fund tenant participation activities and \$10 per unit per year will be used by the Housing Authority to pay for costs incurred in carrying out tenant participation activities, and

WHEREAS, CFR Title 24, Part 964.150 does specify that public housing authorities must provide the tenant services funding to the duly elected resident councils if funds are available through appropriations, but regardless of the housing authority's financial status, and

WHEREAS, CFR Title 24, Part 964.150, also states that funding provided by a housing authority to a duly elected resident council may be made only under a written agreement between the housing authority and a resident council, which includes a resident council budget and assurance that all resident council expenditures will not contravene provisions of law and will promote serviceability, efficiency, economy and stability in the operation of the local development. The agreement must require the local resident council to account to the housing authority for the use of the funds and permit the housing authority to inspect and audit the resident council's financial records related to the agreement, and

WHEREAS, pursuant to authorization provided in HUD Circular KM 7475.9 (February 10, 1972), CHA will also make available to each RO from CHA's operating budget \$3.00 per year for each occupied unit of public housing in that individual development in a resident activity fund.

THEREFORE, CHA, RAC and the individual ROs enter into the MOU jointly for the administration of the annual tenant participation and resident activity funds.

I. Resident Activity Funds

A. HUD Circular KM 7475.9 (February 10, 1972) allows a public housing authority to make available \$3 per occupied unit per year at each development to be set aside as a resident activity fund for that development.

B. The duly elected RO in each development will be responsible for determining the uses of those funds and for submitting requests to CHA for their disbursement, with the following caveats:

- i. The full \$3.00 will be available to the elderly/disabled high-rise communities;
- ii. Two dollars (\$2) of the \$3 will be made available to the remaining family sites, with the additional \$1 being earmarked for the Charlotte Housing Authority Scholarship Fund, Inc. which will be requested annually by the CHA scholarship coordinator. This contribution by the residents to the Scholarship Fund shall be publicly recognized.
- iii. These Resident Activity Funds may be used for resident activities such as annual parties and other community social events.
- iv. Disbursement of these funds must follow the same procedures outlined in sub-sections II. B, C, and D below.

C. For those developments that do not have a duly elected RO, CHA staff may spend the resident activity funds generated at that site for annual parties and other community events at that site.

II. Tenant Participation Funds

A. Pursuant to authorization provided in 24 CFR Chapter IX Section 990.108 (e), CHA includes in its annual operating subsidy eligibility calculation \$25 per occupied unit per year for tenant participation activities, including (but not limited to) those described in CFR Part 964.

B. Pursuant to CFR 965.150, CHA will make \$15 of that \$25 available to RAC and the duly elected RO at each development to fund tenant participation activities. The remaining \$10 per unit per year may be used by CHA to pay for costs incurred in carrying out tenant participation activities outlined in II.D.3 below.

C. Pursuant to CFR Title 24, Part 964.150 (a) (3), the duly elected RO and RAC officers shall collaborate on how the tenant participation funds will be expended for tenant participation activities. The following provides an overview of how those funds will be allocated:

1. An estimate of the total amount of funds available to the ROs and RAC (\$15 per ACC unit per year) will be provided to RAC and the ROs via the RCL by July 1 of each year.
2. All stipends paid to RO presidents will be drawn from the funds described in C.1. above.
3. Next, RAC will allocate up to \$500 for each Charlotte development with public housing units that does not have an organized RO, and those funds will be used at that site to help organize the residents, should the residents be interested in having an RO.
4. The remaining funds will then be available to RAC and the individual ROs to fund activities outlined in their annual budgets.
5. The specific process for each RO and RAC to access these funds is as follows:
 - a. Each RO and RAC will provide the CHA Resident Council Liaison (RCL) an annual budget as follows:

i. Each RO and RAC will determine what activities it would like to see happen at his/her site in the coming fiscal year, and develop a budget to fund those activities. All activities must be allowable under the CFR, as listed in D.3 below.

ii. Each RO president may consult with RAC for their input into each RO's planned budget for the coming year;

iii. Each RO budget must include the payment of the RO President's monthly stipend.

iv. The RO Board at each site, and RAC will then hold a monthly meeting to prepare and vote on a budget for the upcoming year;

v. RAC and site-approved annual RO budgets must be submitted to the RCL by September 15 of each year for the fiscal year beginning the following April 1.

vi. Activities in these budgets will be funded if funds are available. If all individual budgets submitted exceed the total funds available, the RCL will work with RAC and the individual RO presidents to determine an equitable distribution of the available funds, taking development unit count into consideration when making funding decisions.

vii. Individual ROs and /or RAC will be allowed to make budget modifications during the year. To do this, the individual RO and/or RAC must:

(a) Develop a proposed budget amendment,

(b) Have the RO and/or RAC Board vote on that budget amendment at its regular monthly meeting,

(c) Submit the budget amendment to the RCL, with the minutes of the meeting where the vote took place, and

(d) The RCL will submit the budget amendment to the CHA Finance Department for final approval.

b. Provide the housing authority assurances that all RO/RAC expenditures will not contravene provisions of law and will promote serviceability, efficiency, economy and stability in the operation of the local development, and

c. Allow the housing authority to inspect and audit the RO/RAC financial records related to resident participation funds, if necessary as determined by CHA at its sole discretion.

D. Provided the requirements are met in part C above, these funds are to be used in accordance with HUD rules related to the funds and the terms of this Memorandum of Understanding (MOU)

executed by CHA, each RO and RAC. This MOU stipulates the funds be allocated as follows:

1. Stipends of \$200 per month shall be paid by CHA from the tenant portion (the \$15.00 dollar portion) of the tenant participation funds to each duly elected president of an active RO in a community with public housing units, starting within 60 days following the certified election and in accordance with item II.E below.

i. Should CHA determine that a RO is not active in its community, CHA reserves the right to withhold the entire stipend payment until such time as the RO president can provide documentation that the RO in that community is active.

ii. CHA will use Item II.E below and each individual community's by-laws to determine whether or not the community is "active."

iii. Officers will be considered "duly elected" if the RO has provided the RCL with reliable documents that verify that his/her election followed the procedures outlined in the organization's by-laws. Should the organization be new, the RO must document that the elections were held in accordance with the procedures outlined in CFR 964.130.

iv. CHA has the right to refuse to recognize an RO as active if CHA has reason to believe that the election was not conducted according to proper procedure.

2. Up to \$500 per inactive community, if any, may be expended by either RAC or CHA in efforts to organize those communities with public housing units without a functioning RO, and

3. The remaining funds shall be allocated among the jurisdiction-wide RAC and the active resident organizations to be used for tenant participation activities according to the process outlined in II.C above. Permissible uses of the funds include but are not limited to:

- i. annual membership events,
- ii. supplies and equipment for RO offices,
- iii. RAC operating expenses,
- iv. training for residents,
- v. leadership development for residents,
- vi. orientation for new residents,
- vii. resident surveys and other forms of gathering resident input, and
- viii. activities to improve the quality of life and resident satisfaction and participate in self-help initiatives to enable residents to create a positive living environment for families living in public housing.

4. Should the RAC and the existing ROs not fully expend the available tenant participation funds in one fiscal year, CHA staff, via its Client Services Department, may develop a plan, in consultation with RAC, consistent with the activities outlined in item II. D.3 above and, expend those funds in the following fiscal year. **NOTE:** For the unspent funds from FY 10, 11 and 12; CHA and RAC will work together to develop a plan to expend those funds in the current as well as future fiscal years on eligible activities outlined in item II.D.3 above.

E. As to disbursement of tenant participation and resident activity funds, CHA and the RAC and/or ROs will follow the procedure described below.

1. Once the required documentation outlined in II.E below is provided by the ROs to the RCL, the RCL will submit the request for stipend checks to the CHA Accounting Department each month, no later than noon on the Thursday of the week of the regular RAC meeting. CHA will then mail checks to those officers who are deemed duly elected and active (as defined below) on the Friday of the following week.

2. CHA will disburse the monthly stipend to active and duly elected RO Presidents (including those representing sites experiencing a CHA-initiated temporary relocation) provided the RO has its written by-laws and a valid annual budget on file with CHA.

i. To be considered a valid budget, it must have been presented to the RO Board at a meeting where a Board quorum is present and the budget must be approved by a simple majority vote of the Board members present at the meeting and evidence of this meeting (flier, agenda and original sign in sheet) must be provided to the RCL each year.

ii. All expenditures detailed in this annual budget must be in line with eligible expenses outlined above in II.D.3.

iii. To be considered an “active” RO, each RO must be in compliance with its by-laws, which include having five duly-elected officers, and regular monthly meetings.

iv. To verify that the RO is in compliance with its by-laws, and “active” the RO president must submit, to the RCL, the following 10 items every month:

a. Report of the RO monthly meeting, including the notices provided to the residents (flyers), agenda and original sign-in sheet;

b. Report of the monthly meeting of the RO Board of Directors, including the flyer, the agenda and the original sign-in sheet; and

c. Report of the monthly Quality Circle Meeting, or an explanation in writing from the site manager for the reason that no Quality Circle Meeting was held (inability of the RO president to attend is not sufficient reason for cancellation of the meeting, as the RO Vice President may preside at the meeting), including the flyer, the agenda and the original sign-in sheet.

d. A monthly calendar of community events.

3. For a duly elected community RO president at a newly organized community with public housing units to receive his/her first stipend check, he/she must have convened at least three meetings as described below and developed a monthly calendar of events:

a. A meeting of the RO Board of Directors to adopt the organization's by-laws and annual budget. A promotional flyer, agenda and original sign in sheet must be submitted, along with the budget and the by-laws.

b. A regular monthly meeting of the RO. A promotional flyer, an agenda and the original sign-in sheet must be submitted.

c. One Quality Circle meeting with the RO officers, the site manager and resident safety and/or community police officers present. A promotional flyer, an agenda and an original sign-in sheet must be submitted.

d. A monthly calendar of community events must be submitted along with the other items detailed above.

4. Once the RCL has received the documentation required verify that the officers were duly elected, as well as the items listed in II. E.2 above, the \$200 stipend check for the RO president at the newly organized site will be processed at the next regularly scheduled check processing time for the existing RO presidents. CHA anticipates that the time frame from election to initial stipend check will be approximately 60 days.

5. Each specific RO/RAC funding request must be in line with the organization's adopted budget on file with CHA.

6. CHA will only make disbursements directly to vendors. Therefore, the normal CHA Check Request and purchasing card procedures will be followed and RAC and/or the individual ROs will have to submit receipts for disbursement.

i. The RCL will use his/her CHA-issued Purchase Card to purchase specific items needed (and included in the RAC or RO budget), and submit the receipts with the monthly Purchase Card settlement.

ii. A RO or RAC representative can obtain quotes from vendors (including any taxes) for items specifically included in the organization's budget. CHA could make the disbursement to the vendor based on the quote, then the actual invoice would have to be submitted for documentation purposes, along with any necessary settlement.

iii. The RAC or RO requesting the disbursement would need to indicate on the request if the expenditure needs to be a split among the properties, or just for one property, or just for RAC. If there is a split, CHA will need to know how that expenditure is to be allocated.

F. Each RO and RAC must have written by-laws in place to be eligible to receive tenant activity

and participation funds. Those by-laws must, at a minimum, be in accordance with the guidance provided in CFR 964.115, including the specification of the election procedures each organization must follow so that those officers must meet the standard of “duly elected.”

- i. These written by-laws must be provided to CHA prior to the disbursement of any funds. Once ROs by-laws are on file with CHA, that RO does not have to provide CHA with a copy each year, provided no changes to the by-laws have been made by the RO. All amended by-laws must be submitted to CHA.
- ii. Each RO must provide CHA with a written certification by an independent third party that the RO’s elections were held in accordance with those by-laws. This must be done every time an election is held.

G. In any fiscal year the \$25 will be subject to pro-ration and CHA may pro-rate funds available to RAC and the ROs at the same pro-ration percentage at which HUD provides operating dollars to CHA.

H. Should an individual RO and/or the jurisdiction-wide RAC fail to follow the steps outlined in A-F above in one particular fiscal year, CHA will then, via its Client Service Department, spend those tenant participation funds, in consultation with RAC, on tenant supportive and self-sufficiency services, and other activities outlined in II.D.3 above in the following fiscal year.

I. Should RAC and/or an individual RO receive grant funding and ask CHA to be the fiscal agent for those funds, CHA and that organization will enter into a separate MOU regarding the administration and expenditure of those funds prior to the grant application being submitted.

-signature page to follow-

This MOU shall expire 12 months from the date of execution and will then be renegotiated and resigned between all parties involved.

For the Housing Authority of the City of Charlotte, N.C.

Shaunte Evans, Interim Chief Operating Officer

Date

For the Resident Organization at _____

Name and Title

Date

For the Residents' Advisory Council (RAC)

Lucy Brown, President

Date

Client Relations Committee Updates

7C. SHELTER PLUS CARE PROGRAM

- **History:** The Shelter Plus Care Program provides rental assistance for hard-to-serve homeless people with disabilities in connection with supportive services. Mecklenburg County oversees the program through it's Community Support Services Department.

Due to a HUD audit that showed a number of irregularities with the County Area Mental Health Department's (AMH) management of the Shelter Plus Care (providing housing and services) program, AMH terminated their housing contractor, Mecklenburg Open Door.

- **CHA's Role:** Michelle Lancaster of the County Manager's office met with Charles Woodyard (sometime around the first of 2011) who agreed that the CHA would take on the Shelter Plus Care Housing Inspection activities. The CHA has agreed to enter into a contract with the City of Charlotte to conduct Housing Quality Inspections on their behalf.
- **The Contract:** The contract covers approximately 200 units and includes the responsibilities of all parties and the scope of work to be conducted. The scope of work includes physical inspections, and re-inspections of units to be occupied (or are currently occupied by their eligible participants) for an annual fee of approximately \$18,000.00.

The Contract has been reviewed by staff at CHA (including our in-house legal counsel) and has been delivered to the City of Charlotte for review. We anticipate that we will start conducting inspections in February or March 2012.

Resident Safety Quarterly Report

A. PART I CRIMES

One of the major initiatives of Resident Safety is tracking Part I Crimes throughout our communities. CMPD provides monthly Part I Crime Statistics to the CHA Resident Safety Department. From these statistics, staff monitors trends for each communities dealing with violent and property crimes.

The overall results in the reduction of Part I Crimes are a combination of various factors: 1) residents being proactive within the communities; 2) contracting private security for the summer months; 3) ongoing Resident Safety initiatives; and 4) collaboration with CMPD.

Part I Crimes - Reporting July-Sept

Part 1 Crime Category	2009	2010	2011	% change from 2009 to 2010	% change from 2010 to 2011
Violent Crimes:					
Murder	0	0	1		
Robbery	4	6	0	50%	-100%
Aggravated Assault	8	9	4	13%	-56%
Rape	1	2	1	100%	-50%
Property Crimes:					
Burglary	4	4	5	0%	25%
Motor Vehicle Theft	4	9	2	125%	-78%
Larceny - Theft	21	19	15	-10%	-21%
Arson	1		1	-100%	
	43	49	29	33%	-41%
	76	94	55	28%	-41%

Part I Crimes - Reporting April - June

Part 1 Crime Category	2009	2010	2011	% Change from 2009 to 2010	% Change from 2010 to 2011
Violent Crimes:					
Murder	0	0	0		
Robbery	5	3	1	-40%	-67%
Aggravated Assault	7	7	4	100%	-43%
Rape	1	0	1	-100%	
Property Crimes:					
Burglary	5	15	2	200%	-87%
Motor Vehicle Theft	2	1	2	-50%	100%
Larceny - Theft	13	19	16	46%	-16%
Arson	0	0	0		
	33	45	26	21%	-42%

Resident Safety Quarterly Report

Part I Crimes - Reporting October - December

Part 1 Crime Category	2009	2010	2011	% change from 2009 to 2010	% change from 2010 to 2011
Violent Crimes:					
Murder	0	0	0		
Robbery	2	1	1	-50%	0%
Aggravated Assault	7	7	5	0%	-29%
Rape	0	0	0		
Property Crimes:					
Burglary	5	2	5	-60%	150%
Motor Vehicle Theft	0	4	4		0%
Larceny - Theft	18	17	14	-6%	-18%
Arson					
	32	31	29	9%	-6%
	108	125	84	22%	-33%

B. SURVEILLANCE CAMERA RESULTS

(July - December) Part 1 Crime Activity					2009 vs. 2010		2010 vs. 2011	
	2009	2010	2011	Change	% Change	Change	% Change	
Dillehay	0	1	4	1		3	300%	
South Side	15	24	17	9	60%	-7	-29%	
Cedar Knoll	5	3	5	-2	-40%	2	67%	
Claremont	1	5	2	4	400%	-3	-60%	
Gladedale	1	0	2	-1	-100%	2		
Leafcrest	3	2	3	-1	-33%	1	50%	
Mallard Ridge	0	3	3	3		0	0%	
Meadow Oaks	4	3	0	-1	-25%	-3	-100%	
Robinsdale	2	4	3	2	100%	-1	-25%	
Sunridge	5	0	2	-5	-100%	2		
Tarlton Hills	1	1	2	0	0%	1	100%	
Victoria Sq.	2	3	3	1	50%	0	0%	
Wallace Wood	1	2	2	1	100%	0	0%	
Total All Properties	40	51	48	11	28%	-3	-6%	

Resident Safety Quarterly Report

C. SUMMER INITIATIVE

CHA provided private security services to 8 family and scattered sites during the summer months. The security company provided 28-32 hours of coverage to each community depending on the volume of Calls for Service.

(July - August) Part 1 Crimes Reported					2009 vs. 2010		2010 vs. 2011	
Part 1 Crimes		2009	2010	2011	Change	% Change	Change	% Change
	Southside	11	15	4	4	36%	-11	-73%
	Dillehay	0	1	1	1		0	0%
	Claremont	0	2	1	2		-1	-50%
	Gladedale	0	0	0	0		0	
	Mallard Ridge	0	3	1	3		-2	-67%
	Meadow Oak	3	1	0	-2	-67%	-1	-100%
	Savanna	0	0	0	0		0	
	Sunridge	3	0	0	-3	-100%	0	
Total All Properties		17	22	7	5	29%	-15	-68%

(July - August) All Crimes Reported					2009 vs. 2010		2010 vs. 2011	
All Crimes		2009	2010	2011	Change	% Change	Change	% Change
	South Side	26	35	19	9	35%	-16	-46%
	Dillehay	3	1	1	-2	-66.67%	0	0%
	Claremont	5	3	4	-2	-40%	1	33%
	Gladedale	3	0	0	-3	-100%	0	
	Mallard Ridge	0	4	3	4	400%	-1	-25%
	Meadow Oak	3	1	2	-2	-67%	1	100%
	Savanna	0	0	0	0	0%	0	
	Sunridge	3	2	1	-1	-33%	-1	-50%
Total All Properties		43	46	30	3	7%	-16	-35%

Property Management: CHA Management v. Private Management

CHA currently manages all of the conventional public housing sites owned by the Housing Authority of the City of Charlotte (CHA). In addition, CHA manages 3 unassisted affordable communities (136 units) and recently took over management of 3 mixed income communities (213 units).

After a review of operations, CHA's cost to manage is slightly higher than the cost of our current third party providers on the small sample of properties that we have financial data to make a comparison.

- CHA administrative salary and benefit costs are slightly higher than the comparable properties. CHA completed a compensation study in 2008-2009 and is scheduled to complete one in 2012-2013 to ensure our compensation structure is in line with the competition. Furthermore, simultaneously, we will informally poll our third party management contacts to ensure that the current CHA staffing model remains in-line with our third party management providers.
- CHA maintenance expenses are slightly higher than our third party management comparables due to the age of our portfolio. Although several of the properties in the comparables are of similar age, they have undergone (or are currently undergoing) substantial renovation. Of the 1821 conventional public housing units that CHA manages, only 529 had completed a substantial renovation prior to or during last fiscal year. Additionally, the percentage of units turned in the conventional portfolio is significantly higher (18%) than the percent of public housing units turned in the privately managed portfolio (7%).

See the next page for the 2010-2011 Fiscal Year Cost Comparison.

2010-2011 Fiscal Year Cost Comparison						
	Horizon Owned Private Managed	Conventional Public Housing	Variance	Conventional Public Housing with Planned Staffing Changes	Variance	Comments
Total Units	595	1821	(1,226)	1821	(1,226)	
Total Tenant Revenue per unit	392.28	206.64	185.64	206.64	185.64	
Expenses (per unit month cost)						
Other Administrative Expenses	29.64	21.97	7.67	21.97	7.67	Savings in Marketing/Advertising expenses.
Administrative Salary and Benefits	57.75	69.76	(12.01)	61.94	(4.19)	Compensation Study is scheduled for 2012. At the time of the last study, many private managers were staffing 1 to 75-100 units. Since many of our AMPs are approximately 150 units with 2 full time staff members. We are on the low end of this industry benchmark.
Total Administrative Expenses	87.38	91.73	(4.35)	83.91	3.47	
Total Tenant Service Expenses	0.21	26.21	(26.00)	26.21	(26.00)	It was a CHA agency-wide decision to provide services to residents at CHA managed sites. In the Horizon developments, private managed community services are provided to the PH residents only and are generally paid by a reserve or are cash flow contingent.
Maintenance Salary and Benefits	52.52	77.17	(24.65)	62.39	(9.87)	Adjustments are included to reflect current and anticipated revised staffing levels (cuts).
Other Maintenance Expenses	105.79	101.23	4.56	101.23	4.56	Other maintenance expenses are due to age of the portfolio and increased volume in unit turnovers, compared to private managed sites. Additionally we are able to contract less repairs enabling the other maintenance cost to be less.
Total Maintenance Expenses	158.31	178.40	(20.09)	163.62	(5.31)	Adjustment to remove capital projects paid for through MTW funding as similar projects from Horizon portfolio would be paid from the Reserve (or cash flow and were also excluded).
Total Other Expenses	46.64	47.49	(0.85)	47.49	(0.85)	Bad debt expense was removed as our private management partners include this in the income section rather than as an expense.
Total Controllable Expenses	292.54	343.83	(51.29)	321.23	(28.69)	
Total Controllable Expenses without Services	292.33	317.62	(25.29)	295.02	(2.69)	

Horizon Owned Private Managed Sites included in Comparison: McAlpine Terrace, Glen Cove, Seneca Woods, Arbor Glen 50, Fairmarket Square, Hampton Creste and McMullen Wood.
Conventional Public Housing Communities excluded from Comparison: Boulevard Homes, Charlottetown, and Hall House.

HOUSING OCCUPANCY PLAN

HOP 101

Part 3: Eligibility Determination
and Rent Calculation

Part 4: Objectives and Program
Integrity

HOP 101

Part 3: Eligibility Determination and Rent Calculation

Overview: Part 3

- Chapter 2: Eligibility for Admissions
- Eligibility Factors
 - Preferences
 - Family Composition
 - Fungibility
 - Income Limitations
 - Citizenship/Eligible Immigration Status
 - Criminal History
 - Other Criteria for PH Eligibility

Overview: Part 3 (con't)

- Chapter 5: Subsidy Standards
 - Exceptions to Subsidy Standards
 - Section 8 Unit Size Selection
 - Public Housing Unit Size Selection
 - Unit offers

Overview: Part 3 (con't)

- Appendices
 - D: Use of Common Areas
 - E: Motor Vehicle
 - F: Community Appearance
 - U: Non-Smoking

Chapter 2: Eligibility of Admission

Eligibility Factors

- At least 18 years of age or
- Emancipated minor

Chapter 2: Eligibility of Admission

Eligibility Factors

- Preferences
- Income
- Assets
- Family Status
- Applicants with Disability
- Financial Responsibility
- Conduct
- Immigration Status

Chapter 2: Eligibility of Admission

Preferences

- City Relocation
- Families Participating in Supportive Services
- Disabled (any family member)
- Elderly
- Near Elderly
- Family
- Singles

Chapter 2: Eligibility of Admission

Family Composition

- The CHA definition for Family is:
 - Two legally married adults
 - A single head of household
 - Biologically related household members
 - A single person

Chapter 2: Eligibility of Admission

Fungibility

- At least 75% of all new admissions to both Section 8 and Public Housing shall have incomes of less than 30% of Charlotte area median household incomes.

Chapter 2: Eligibility of Admission

Income Limits

- An applicant must have an annual income at the time of admission that does not exceed the income limits for occupancy established by HUD.

Chapter 2: Eligibility of Admission

Citizenship/ Eligible Immigration Status

- Families are required to provide verification of social security numbers for all family members.
- A family is eligible for assistance if at least one member is a citizen or eligible immigrant.

Chapter 2: Eligibility of Admission

Criminal History

- Background checks are completed on all family members ages 16 and older.

Chapter 2: Eligibility of Admission

Criminal History Non- Admission

- A family will not be admitted to the program if any member of the family has been evicted from federally assisted housing for drug-related criminal activity, violent criminal activity, or other criminal activity for the last 7 years.

Chapter 2: Eligibility of Admission

Criminal History (con't)

- The arrest and conviction record regarding the illegal sale, manufacture, distribution and Possession with Intent to Sell and Deliver (PISD) of controlled substances.
- Registered Sex Offender

Chapter 2: Eligibility of Admission

Other Criteria for PH Eligibility

- Adverse Rental History
 - History of disturbances
 - Destruction of property
 - Rental Debt
- Adverse Credit History

Chapter 5: Subsidy Standards

Exceptions to Subsidy Standards

- Changes for participants
- Over and under housed
- Reasonable accommodations

Chapter 5: Subsidy Standards

Unit Size Selection Section 8

- Family may select dwelling unit size different than voucher size.

Chapter 5: Subsidy Standards

Public Housing Unit Offers

- Eligible offering pool
- Housing Offers
- Rejecting Offers

Appendix D

Use of Common Areas

- Outdoor / Indoor Use
- Joint schedule with Resident President

Appendix E

Motor Vehicle

- Outlines registration, use and parking requirements on CHA property

Appendix F

Community Appearance

- Procedures for community inspections
- Notification of violations

Appendix U

Non- Smoking Building

- Smoking is not permitted anywhere in the building, including units.
- Violations begin with warnings and if continued can lead to lease termination.

Questions: Part 3



HOP 101

Part 4: Objectives and Program Integrity

Overview: Part 4

- Chapter 8: Section 8 Voucher Issuance and Briefings
 - Issuance of Vouchers
 - 100% Lease Up
 - Briefing Types and Required Attendance
 - Initial Applicant Briefing
 - Briefing Packet
 - Term of Voucher
 - Expirations
 - Extensions

Overview: Part 4 (con't)

- Chapter 10: Request for Tenancy Approval and Contract Execution
 - Request for Tenancy Approval (RFTA)
 - Disapproval of RFTA
 - Eligible Types of Housing
 - Lease Review
 - Actions before Lease Term
 - Rent Limitations
 - Approval/Disapproval of Rent
 - Contract Execution Process

Overview: Part 4 (con't)

- Chapter 12:Section 8 Owner Rents, Rent Reasonableness and Payment Standards
 - Rent to Landlord/Owner
 - Making Payments to Owners
 - Payment Standards
 - Adjustments

Overview: Part 4 (con't)

- Chapter 14: Section 8 Moves with Continued Assistance-Portability
 - Allowable Moves
 - Procedure for Moves
 - Portability
 - Income and TTP
 - Request for Approval of Tenancy
 - Regular Program Functions
 - Terminations
 - Billing Procedures

Chapter 8: Section 8 Voucher Issuance and Briefings

Issuance of Vouchers

- 100% lease up

Chapter 8: Section 8 Voucher Issuance and Briefings

Briefing Types and Required Attendance

- Initial Application Briefing
- Briefing Packet
- Term of voucher
 - Expirations
 - Extensions

Chapter 10: Request for Tenancy Approval and Contract Execution

RFTA Request for Tenancy Approval

- Submission of RFTA to CHA
 - Unit eligible
 - Meets HUD HQS
 - Rent Reasonable
 - Lease complies with HUD/CHA requirements
- Disapproval of RFTA

Chapter 10: Request for Tenancy Approval and Contract Execution

Eligible Types of Housing

- All structure types
- Manufactured homes
- Units owned by the
CHA

Chapter 10: Request for Tenancy Approval and Contract Execution

Lease Review

- CHA review of Lease
- Actions before Lease Term

Chapter 10: Request for Tenancy Approval and Contract Execution

Rent Limitations

- Approval
- Disapproval

Chapter 10: Request for Tenancy Approval and Contract Execution

Contract Execution Process

- Landlord Registration
- HAP Contract and Lease
- Lease Orientation

Chapter 12: Section 8 Owner Rents, Rent Reasonableness and Payment Standards

Rent to Landlord/Owner
Making payments to Owners
Rent Reasonableness
Payment Standards

Chapter 14:Section 8 Moves with Continued Assistance-Portability

Allowable Moves Portability

Questions: Part 4

