



Moving Forward Annual Plan Summary Fiscal Year 2010-2011

Housing Authority of the City of Charlotte
1301 South Boulevard
Charlotte, North Carolina 28203
Revised 04/14/10

This document is an abridged version of the FY 2010-2011 Moving Forward Draft Annual Plan. The purpose of this summary is to highlight the major points from the full Plan. The full Plan is available on the agency website at www.cha-nc.org.



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Introduction

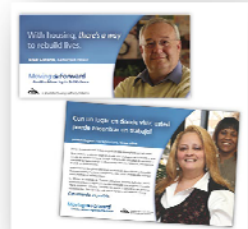
The Housing Authority of the City of Charlotte (CHA) was created in June 1939, with the intent to provide temporary housing for families unable to obtain housing due to a changing economic system. During 70 years of operation, the agency has evolved from being the housing provider of last choice; traditionally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

The purpose of the Annual Plan is to provide local stakeholders and HUD with a clear understanding of the Agency's activities for the coming fiscal year. CHA was selected as one of 30 agencies to participate in the Department of Housing and Urban Development's (HUD's) Moving To Work (MTW) Demonstration Program. CHA executed an amended and restated MTW agreement in April 2008 which extends through 2018. Through the flexibility of the MTW Demonstration Program, CHA is able to develop policy and housing strategies to address local challenges, receive exemptions from specified federal regulations and combine funding awarded by HUD into one single fund budget with full flexibility. The purpose of the program flexibility is to achieve the following three primary goals:

- Promote self-sufficiency among assisted families
- Achieve programmatic efficiency and reduce costs
- Increase housing choice for low-income households

MOVING FORWARD

CHA has branded its local MTW effort as Moving Forward, which reflects a combination of shared intent, forward movement, and the image of affordable housing as a safety net and platform for rebuilding lives. CHA launched a social marketing campaign in March 2009 to introduce the Moving Forward initiative to the Charlotte area and to communicate the importance of affordable housing for the low income families CHA serves. The initiative has far-reaching implications for everyone who lives in the community and requires informing all of our constituents, including the general public.



The campaign, implemented over a six-week period, utilized diverse media channels, including television, radio, outdoor billboards and print. In addition to informing the public about the Authority's Moving Forward efforts, the goal of the campaign was to build public support for the initiative by changing damaging or unfair misperceptions about residents of public housing and participants in the Section 8 program. CHA will continue its efforts to provide the broader community with information on Moving Forward in the coming fiscal year. An Appendix is included with this summary that highlights the current Moving Forward initiatives.

PUBLIC PARTICIPATION

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

Long-Term MTW Plan

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

SELF-SUFFICIENCY

Self-Sufficiency strategies include the pursuing of Resident Opportunity for Self-Sufficiency (ROSS) grants, the Currents of Change Program, a Service Coordinator for the Elderly and Disabled and transportation solutions for working families.

EDUCATING CHILDREN

CHA is exploring the Harlem Children's Zone and similar models to design a Charlotte model that will incorporate an education continuum that provides support for children, and their families, from birth until high school graduation. CHA recognizes that this is essential to decrease the generational poverty that is ingrained in our communities.

ENHANCING THE PORTFOLIO

Charlotte Housing Authority's Real Estate Division long term plans involve strategies to create safe environments that are economically self-sustaining and interface with the private sector. If HUD approval is granted, CHA intends to use MTW block grant funds for purposes outside the specific uses provided for in Section 8 (vouchers) and Section 9 (public housing).

The use of MTW flexibility to initiate the Moving Forward activities will aid CHA in accomplishing the agency wide Moving Forward goals and objectives for the year. Below are additional Moving Forward activities outside of the initiatives in the attached Appendix A:

❖ **Boulevard Homes Redevelopment**

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

❖ **Leveraged Partnerships**

CHA recognizes that even with MTW flexibility, it is only through the power of partnerships that the agency is able to expand its resources and programs. Homeownership, character development, financial literacy, academic & employment training programs as well as supportive & health services are just a small range of the agency partnerships CHA needs to enable residents to move forward. In order to analyze the existing partnerships and establish a process for identifying partnerships that are most vital to Moving Forward and the families it will impact, the agency enlisted the services of the Lee Institute, a non-profit organization that designs projects to bring about collaboration with community involvement.

The Lee Institute is also engaged in helping the agency increase community awareness and "buy-in" to Moving Forward. An advocacy strategy was instituted beginning with the CHA CEO meeting with elected officials, community leaders and other professional associates. One result of these meetings was an

outline for an advisory council who would bring community input from each of their unique perspectives and provide feedback to the CEO on the Authority's existing and potential role in serving the housing continuum. Establishing an advisory council creates the opportunity for community input to CHA and the CEO on the work and perception of CHA. The council will meet twice a year, with council members engaging in the work of CHA through sharing their feedback, advice and perspectives. Additional benefits of the advisory council would be the identification of the current initiatives that exist or have been proposed by these stakeholders that may overlap with CHA's scope of work. This potential to leverage resources will deliver more effective services, prove cost effective and address both the affordable housing shortage & the need for housing along a continuum.

❖ **With Every Heartbeat Is Life (WEHIL)**

This initiative is a partnership between HUD and The National Heart, Lung, and Blood Institute. The National Institute of Health (NIH) created the project, **With Every Heartbeat Is Life**, to help African Americans prevent heart disease. CHA will target the residents of Boulevard Homes and Southside Homes (680 families). Boulevard Homes was selected because of our HOPE VI initiative; Southside Homes was chosen because we want to have a centralized pilot with volume outcomes.

OUR SUCCESS WILL BE MEASURED BY:

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

Goals/Objectives for WEHL Sessions:

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



General Housing Authority Operating Information

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

Housing Stock Information

- CHA currently has 3,186 ACC units. It is estimated that there will be 3,026 units at the beginning of the year, April 1, 2010.
- The demolition of Boulevard Homes will be a planned significant capital expenditure that is greater than 30% of the total budgeted capital expenditure for the fiscal year. The Boulevard Homes demolition will be paid from the American Recovery and Reinvestment Act of 2009 (ARRA) funds. The demolition, which will be phased, is expected to begin April 2010 and end by March 2011. The Boulevard Homes demolition project is estimated to cost \$2M.
- During fiscal year 2011, CHA plans to add 185 new public housing units: Belmont Infill (10), Woodlawn House (52), Steele Creek (60), McCreesh Place (63).
- CHA plans to remove 183 public housing units from the inventory during the year. CHA plans to phase the removal of Boulevard Homes units (140). Charlottetown Terrace and Strawn Hi-Rise will be completely gutted and rehabbed as part of a modernization project. Additional amenities will be added to the project. All of the projects will become energy efficient sites. The units removed will be converted to alternate uses for the residents: Charlottetown (18) and Strawn (25).
- There will be 4,268 MTW Housing Choice Vouchers (HCV) authorized for the Housing Authority of the City of Charlotte on April 1, 2010. CHA will administer 434 portable vouchers.
- There will be 147 non-MTW HCV units authorized. This number is comprised of 12 Disaster Housing Assistance Payment Vouchers, 100 Family Unification vouchers and 35 Veteran Administration Supportive Housing Program Vouchers.
- The number of HCV units to be project-based during the Plan year is 699. A description of each separate project is illustrated in Table PB1 in the Annual Plan.

Leasing Information

- CHA anticipates leasing 3,054 MTW public housing units in the Plan year.
- CHA does not have any non-MTW public housing units.
- CHA anticipates leasing 4,268 MTW HCV's in the Plan year.
- CHA anticipates leasing 147 non-MTW HCV units in the Plan year.
- It is anticipated that there will be difficulty leasing the studio apartments in the high-rises when the waitlists are open based on current performance. There are several factors contributing to slow lease up of zero bedrooms. In some instances, applicants are not qualifying during screening process or they are turning down units because they don't want

to live in hi rises or a studio style apartment. The agency is still exceeding the HUD standard for lease up time frame of 20 days.

- CHA will have 272 Project Based vouchers in-use at the start of the Plan year.

Waiting List Information

- The Charlotte Housing Authority does anticipate a change in the waiting lists for public housing and the Housing Choice Voucher Program as a result of its planned re-opening of all wait lists. The authority uses a single waiting list for admission to its Housing Choice Voucher Program. For families on the Housing Choice Voucher waiting list, families will be selected when assistance is available in their determined sequence, subject to targeting requirements. The CHA maintains site-based waiting lists for all public housing sites. Except for Special Admissions, applicants will be selected from the CHA waiting list in accordance with policies, preferences, and income targeting requirements.

A public housing applicant will be offered a maximum of three (3) housing sites within their chosen sites. If an applicant rejects the third consecutive offer, they will be removed from all public housing site-based waiting lists that they may be on.

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

The Public Housing Wait list has 3,433 families as of September 2009. The desired bedroom is identified in the chart below, as well as the number of female head of household applicants compared to male head of household applicants.

| 0BR | | | 1BR | | | 2BR | | | 3BR | | | 4BR | | | 5BR | | | Total |
|------|-----|---|-----|----|---|------|----|---|-----|----|---|-----|----|---|-----|---|---|-----------------|
| F | M | U | F | M | U | F | M | U | F | M | U | F | M | U | F | M | U | Female 2,772 |
| 558 | 476 | 4 | 164 | 83 | 1 | 989 | 64 | 4 | 567 | 17 | 0 | 447 | 12 | 0 | 47 | 0 | 0 | Male 652 |
| | | | | | | | | | | | | | | | | | | Unknown 9 |
| 1038 | | | 248 | | | 1057 | | | 584 | | | 459 | | | 47 | | | 3433 |

The Housing Choice Voucher Program currently has a wait list of 2,927 households as of September 2009. The breakdown by gender is shown below.

| Female | Male | Unknown | Total |
|--------|------|---------|-------|
| 2687 | 239 | 1 | 2927 |

Non-MTW Related Housing Authority Initiatives

CHANGING CHA'S STRUCTURE & FOOTPRINT

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

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

SECTION 3

Section 3 is a provision of the Housing and Urban Development (HUD) Act of 1968 that helps foster local economic development, neighborhood economic improvement, and individual self-sufficiency. The Section 3 program requires that recipients of certain HUD financial assistance provide job training, employment, and contracting opportunities for low-or very-low income residents in connection with projects and activities in their neighborhood. The CHA has established employment and training goals that contractors and subcontractors should meet in order to comply with Section 3 requirements: 1) 30% of new hires each year be qualifying public housing residents as a result of contracts with CHA and 2) contractors must subcontract at least 10% of the award to qualifying Section 3 business concerns.

CAPITAL FUND RECOVERY COMPETITION

In August 2009, CHA applied for funding under the Capital Fund Recovery Competition grant program authorized by the 2009 American Reinvestment and Recovery Act. Late September 2009, the Charlotte Housing Authority (CHA) was notified that an award would be made for \$6.2million in funding for the Category 4 (Green Communities) Capital Fund Recovery Competition (CFRC) for the Charlottetown Terrace redevelopment. The redevelopment will provide a sustainable and "service-rich" environment for the residents. Charlottetown will be a LEED certified community. Sustainable and green measures will include low-flow toilets, energy star appliances, energy efficient lighting fixtures and other interior/exterior LEED improvements. Medical offices and other various offices for non-profit and government social service providers will be provided on site. Some amenities in the redevelopment include: multi -purpose room, commercial kitchen, computer center, theater room, hair salon, fitness center, activities room, lounge, and library.

AFFORDABLE HOUSING INVENTORY ANALYSIS

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

Sources and Uses of Funds

CHA list's planned sources (Operating, Capital, HCV) and uses of MTW funds; State or local funds; the Central Office Cost Center (COCC) and a description of the use of the single fund flexibility in Appendix C and Appendix D which are attachments to the full plan.

Administrative

MEASURING THE IMPACT OF CHA'S MTW PROGRAM

The University of North Carolina at Chapel Hill's Center for Urban and Regional Studies will be measuring the impact of the Charlotte Housing Authority's Moving Forward Program. The information from the evaluation will help the CHA make mid-course corrections in their initiatives, address the questions and concerns raised about the MTW program by others in the Charlotte community, and provide HUD with the information on the impact of the CHA's MTW program. The evaluation will also help inform other PHA's who may be considering similar innovations. The proposed evaluation will address all of the required elements of the HUD evaluation guidelines, but it will also address CHA's activities that do not require MTW flexibility.

SYSTEM UPGRADES

When CHA became an MTW agency and at the start of the evaluation, it was realized that the HUD's reporting format, as well as the activities being implemented required reporting requirements, which were not available in our current application software in an easily readable format. Changes to our software, Yardi Systems Inc., are being made to produce the reports needed to monitor our achievements and accomplishments of the MTW program.

Appendix A: Proposed and Ongoing MTW Activities

Below is a summary of the Moving Forward initiatives implemented by the Charlotte Housing Authority. More detailed information on the initiatives is provided in the New and Ongoing MTW Activities in the FY 2011 Moving Forward Annual Plan.

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|--|---|------------------------|--|
| Amend Section 8 Housing Assistance Payment (HAP) Agreement | CHA will amend the HAP Agreement to make changes such as inclusion of revised inspection procedures, penalties for landlord non-compliance with property rating system, and require families to update needs assessment as part of recertification. METRIC: Increase percent of landlords participating in direct deposit. | 2008-2009 | Implemented FY 2009 - 2010 |
| Alternate Review Process | Beginning January 2010 re-certifications for senior/disabled will be bi-annual; criminal background checks will be conducted at recertification; and rent reform initiated. METRIC: Decrease number of recertifications completed for elderly/disabled. | 2008-2009 | In Development |
| Rent Reform and Work Requirement | Proposing modification of rent calculation and increase in minimal rent. A hardship policy will be in place. A Work Requirement Initiative will be implemented in FY 2010 - 2011. METRIC: Increase in earned income; increase number of members with earned income; decrease number of members paying minimum rent. | 2009-2010 | In Development |
| Revise subsidy structure for developments in which CHA is direct developer | CHA designed a new rent structure for new and rehabilitated Public Housing developments when CHA is the direct developer. METRIC: Increase number of units produced | 2008-2009 | In Development |
| Site-based waiting lists Public Housing and Project Based Section 8. | All public housing and Project-based Section 8 property waiting lists are managed at the site level. METRIC: Decrease in number of first offers rejected. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Develop CHA Standardized Form | The Charlotte Housing Authority has developed a CHA Housing Choice Voucher form similar to HUD Form 52646 (Housing Choice Voucher) to allow for more than one extension approval and to incorporate | 2009-2010 | Implemented FY 2009 – 2010 |

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|---|---|------------------------|--|
| | additional family obligations. METRIC: Reduction in staff time | | Ongoing |
| Occupancy Training (formerly Section 8 Training) | CHA and Central Piedmont Community College conduct “Good Neighbors” type training for all new Section 8 participants to assist families in their acclimation into a neighborhood. CHA plans to revise the mandated occupancy training curriculum for FY 2010 and include public housing residents. METRIC: number of persons trained; decrease in violations and terminations. | 2007-2008 | Implemented FY 2007 – 2008 Ongoing |
| Single fund budget with full flexibility | CHA combined its public housing operating subsidies, public housing capital funds and its Housing Choice Voucher Program assistance into a single, authority-wide funding source. METRIC: Combine funds for flexibility in use in annual budget. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Adopt investment policies consistent with state law | CHA adopted investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid and obtains competitive yield. METRIC: higher percent yield | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Modify Section 8 inspection procedures | CHA received approval from HUD to waive the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed Section 8 units and utilize local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection. METRIC: Percent of properties inspected without HQS; amount of savings on inspections. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Section 8 Property Rating System | A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners. METRIC: Number of properties inspected (random exterior); percent with C or better | 2007-2008 | Implemented FY 2007 – 2008 Ongoing |

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|--|---|------------------------|--|
| | <i>rating.</i> | | |
| Community Based Rental Assistance (Streamline Project-Based Section 8 Process) | Simplified the selection process in order to maximize the number of quality Section 8 assisted units throughout Charlotte. METRIC: Number of Project Based Section 8 units. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Housing for persons with disabilities, special needs and homeless | CHA created and enhanced relationships with local social service provider agencies by working with two major nonprofit providers on new supportive housing projects. METRIC: Increase in the number of projects financed, built or rehabilitated for target population. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Resident Safety Initiative | The Resident Safety Department expanded the types of crime prevention initiatives and program enforcement initiatives for both CHA public housing sites and Section 8 properties. METRIC: Decrease in number of Part I crimes. | 2009-2010 | Implemented FY 2009 – 2010 Ongoing |
| Currents of Change | The Currents of Change Program is designed to stabilize and improve families by fortifying them through education, life skills, motivation and employment training to compete in the economic marketplace. METRIC: Enrolled in case management; decrease in minimum renters; increase in working households; increase in part time and full time employees; increase in wages; number of successful move outs. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Youth Services | CHA is focused on providing services for youth that connect them to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. METRIC: Increase in H.S. graduates entering post-secondary education; increase in Charlotte Housing Authority Scholarship Recipients; number of H.S. graduates; number of CHA students promoted to next level. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|---|--|------------------------|--|
| Participant and landlord tracking program | The University of North Carolina at Charlotte's (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within Mecklenburg County in order to analyze the census tracts with a large number of Section 8 voucher holders to assist with deconcentration. METRIC: Increase in number and percent of units in deconcentrated areas. | 2007-2008 | Implemented FY 2007 – 2008 Ongoing |
| Increase acquisition and rehabilitation of existing multi-family properties | CHA established a strategy and adopted a policy to increase the acquisition and rehabilitation of existing multifamily properties. METRIC: Cost savings. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Use single fund flexibility to develop additional units | CHA will use block grant funding to leverage financing for the development of 100 new or rehabilitated affordable housing units each year of the MTW program. METRIC: Units constructed or rehabbed. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Develop local design standards | CHA adopted local design standards that correlate with other funding sources available in Charlotte and the State of North Carolina. METRIC: Establishment of local design standards; cost savings. | 2008-2009 | Completed/ Tracking |
| Land Acquisition for Future Use | CHA will design local standards to guide land purchases in desirable, rapidly growing areas to provide more housing choices. METRIC: Number of sites acquired and number of units land acquisition will accommodate. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| Partner with CMS for mixed income affordable units | Established a partnership with Charlotte Mecklenburg Schools to produce mixed-income affordable housing units and identified two potential sites. METRIC: Number of mixed income affordable housing units adjacent to school sites. | 2008-2009 | Implemented FY 2008 – 2009 Ongoing |
| COMPLETED INITIATIVES | | | |
| Affordable Housing Impact Studies | CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the | 2007-2008 | Completed |

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|---------------------------------------|--|------------------------|-----------|
| | association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities. METRIC: Report on the impact of affordable housing on neighboring property owners and the surrounding community. | | |
| Assess Section 8 program participants | CHA surveyed all Section 8 program participants to measure their capacity for independent living. CHA will connect them with the services necessary to facilitate their progress toward that goal. METRIC: Assess the needs for families to self-sufficiency. | 2008-2009 | Completed |