
FY13 Moving Forward Annual Plan Summary



This document is an abridged version of the FY13 Moving Forward Annual Plan. The purpose of this summary is to highlight major points from the full Plan. The full Plan is available on the agency website at www.cha-nc.org.

Housing Authority of the City of Charlotte, NC

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

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i. Introduction

The Charlotte Housing Authority 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. CHA has opted to be the leader mainly because the agency has been extended with resources from the federal government and to some extent local government to house the extremely low-, very low- and low-income families in the City of Charlotte. Participation in the U. S. Department of Housing and Urban Development (HUD) Moving To Work (MTW) Federal Demonstration program allows the Charlotte Housing Authority the latitude to design and implement innovative housing strategies and self-sufficiency initiatives to address this local need which is in high demand.

CHA was one of the original housing authorities authorized to participate in the MTW Demonstration Program in 1999. However, the agency did not sign its first MTW Agreement until 2006. The Agreement was amended two (2) additional times for the current 10 year Agreement which expires March 31, 2018. The program objectives are to:

- Use Federal dollars more efficiently
- Help residents find employment and become self-sufficient
- Increase housing choices for low-income families

Despite the myriad of tools available, without the aid of MTW, CHA's development of affordable housing would be limited, as well as the leveraging of supportive services from partner agencies. During its 5 years of participating, CHA has used MTW flexibility to enact a Rent Reform initiative, create policies for a work requirement, increased investment portfolio, increasing acquisition of land and multi-family properties, partner with supportive housing providers and many other activities to develop affordable housing and promote employment and self-reliance. At the conclusion of the MTW demonstration program the impact of the Charlotte Housing Authority's initiatives, as well as the additional 32 agencies participating, will aid future policy and decision making on allowable programming and policies for public housing agencies.

CHA has branded the local effort ***Moving Forward***. The brand emphasizes the importance of redefining public perceptions about affordable housing and the residents it serves through programs and partnerships that show a shared purpose among residents, CHA, and community stakeholders.

CHA is exploring a new initiative titled Residence in Select Environments (RISE). This activity will provide an enhanced voucher to families that reside in Charlotte's more affluent neighborhoods, which will enable low-income families a chance to succeed in high opportunity neighborhoods that offer better employment, education, and quality of life. The goal of RISE is to increase housing choices for low-income families and to promote work and self-sufficiency among assisted families. The objective of RISE is to encourage families to relocate to low poverty areas by providing mobility counseling and supportive services. The RISE Initiative will be developed with the guidance of the researchers at the University of North Carolina at Chapel Hill, who are evaluating the CHA Moving Forward Program.

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

CHA 2012 – 2013 Ongoing Activities
<i>Promoting Self Sufficiency</i>
Goal: Create an environment that encourages client families to reach their highest potential
<i>Objective: Lead strategic partnerships and promote innovative solutions leading to self-sufficiency</i>
<ul style="list-style-type: none"> ● Moving Forward Supportive Services ● Youth Initiatives
<i>Increasing Housing Choices</i>
Goals: Provide the greatest number of viable and affordable housing solutions from homelessness to permanent housing through sustainable strategic partnerships;
<i>Objectives: Increase affordable housing opportunities; Lead strategic partnerships; Provide optimal housing choices; Promote innovative solutions</i>
<ul style="list-style-type: none"> ● Local Non-Traditional Initiatives ● Housing for Persons with Disabilities, Special Needs, and Homeless ● Partner with CMS for Mixed-Income Affordable Units
<i>Objectives: Ensure long-term financial viability; Increase affordable housing opportunities;</i>
<ul style="list-style-type: none"> ● Land Acquisition for Future Use ● Increase Acquisition and Rehabilitation of Existing Multi-Family Properties
<i>Objectives: Optimize performance of the Section 8 Program</i>
<ul style="list-style-type: none"> ● Participant and Landlord Tracking Program ● Occupancy Training ● Section 8 Property Rating System
<i>Objective: Increase affordable housing opportunities</i>
<ul style="list-style-type: none"> ● Site-Based Waiting Lists (Public Housing and Project Based Section 8) ● Resident Safety Initiatives
<i>Achieve Administrative Efficiencies and Cost Savings</i>
Goal: Ensure the Authority’s long-term financial viability
<i>Objectives: Ensure long-term financial viability; Maximize funding sources</i>
<ul style="list-style-type: none"> ● Alternate Review ● Rent Reform ● Adopt Investment Policies Consistent with State Law ● Modify Section 8 Inspection Procedures

As part of the FY2013 Moving Forward Annual Plan development CHA held four (4) Customer Annual Planning Sessions during day, evening and weekend hours. In addition, MTW staff attended resident meetings, met with the Resident Advisory Council (RAC), the Section 8 Program Participant Advisory Committee (PAC) and held a 45-day public comment period. Comments from the public review period are included in Appendix B. Feedback from the Customer Annual Planning Sessions are also included as Appendix B1.

Over the past 4 years and continuing through 2018, CHA has tracked the success of the Moving Forward initiatives by measuring the following metrics:

- The employment rate for able-bodied heads of households and other family members
- The number of family members in training and/or education programs
- The increase in average and median income of families (all sources and earned income) (excluding seniors and disabled families)
- The amount of funds leveraged in the community for production of affordable housing and the provision of supportive services
- The number of children who enter post secondary education
- The percent increase in number of CHA students that enter the Charlotte Housing Authority Scholarship Fund (CHASF)
- The number of housing units in mixed-income environments
- The distribution of housing units and housing opportunities (a) Section 9 and (b) Project-based Section 8

Charlotte Housing Authority also has a number of activities underway that utilize single fund budget with full flexibility (flexibility to allocate federal resources where most needed), and assist in meeting the MTW objectives, but are not a CHA MTW Initiative.

Boulevard Homes Redevelopment

The Charlotte Housing Authority has been awarded a \$20.9 million HOPE VI Grant by HUD for the redevelopment of its Boulevard Homes property. The grant will be used, along with other funding, to transform the dilapidated, public housing development and surrounding neighborhood into a thriving mixed-income community. Crosland Inc., selected as the on-site residential component developer for the Boulevard Homes HOPE VI Revitalization Grant, began the demolition of the buildings at Boulevard Homes in January 2011.

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

Boulevard Relocation Update

Now that the Boulevard families have been relocated, the Relocation Department has committed to maintaining contact with the families during the transition. Bi-Annual meetings will be held to ensure the families remain updated on construction activities and are taking advantage of the available supportive services. By the end of fiscal year 2013, the Relocation Team will begin preparing the original senior citizens to return to the revitalized community.

With Every Heart Beat Is Life

Since launching this initiative in March of 2010, CHA has graduated more than 113 residents from an 11-week class that teaches the importance of healthy foods and healthy lifestyles. The instructors, who are also course graduates and public housing residents, utilize a curriculum developed by HUD and the National Heart, Lung and Blood Institute. Participation in the program has resulted in some residents changing their lifestyles. In one CHA graduating class, 7 of the 14 students saw a “significant weight loss” of 10 pounds or more by reducing fried foods and eating healthier snacks.

Capital Fund Recovery Competitive Grant (CFRC)

In September of 2009, HUD awarded a \$6.2 million Capital Fund Recovery Competition (CFRC) Grant to CHA in Category 4 (Creation of an Energy Efficient, Green Community), Option 2: (Moderate Rehabilitation) for Charlottetown Terrace, a high rise apartment building for disabled adults. The CFRC award will be combined with \$5 million in CHA funds and \$1 million in funding from the City of Charlotte’s Housing Trust Fund, for a total renovation of \$12.2 million.

The project includes a total energy efficiency retrofit of 161 efficiency and one-bedroom units, all currently rented to seniors and disabled adults living at or below 30% of the Average Median Income (AMI). The redevelopment will also provide a “service-rich” environment for the residents. Medical offices and other various offices for non-profit and government social service providers will be provided on site. Some amenities in the redevelopment include: a multi-purpose room, computer center, theater room, hair salon, fitness center, community room, lounge, and library.

Capital Fund Financing Program

CHA had plans to begin the redevelopment of the Strawn and Parktowne towers (both senior housing) in 2012. The renovations, totaling approximately \$20 million each, would include a new “service-enriched” environment to accommodate the needs of the residents. CHA has been awarded funding from the City of Charlotte’s Energy Efficiency and Conservation and Block Grant (EECBG) Program (known locally as Power 2 Charlotte) and the Housing Trust Fund as well as tax credits and Bond Volume Cap from the North Carolina Housing Finance Agency (NCHFA).

Currently, Parktowne has 164 units (comprised of 130 studios, 33 one-bedroom units, and 1 two-bedroom unit). The proposed modernization will continue to have the same amount of units and unit mix. The first floor common areas will be completely renovated. These areas will include outdoor seating areas, offices, multi-purpose rooms, commercial kitchen and dining hall. Residential units will be completely renovated as well. This includes new energy-efficient HVAC, kitchen, bathroom, flooring, paint, Energy Star appliances and fixtures.

ii. General Housing Authority Operating Information

A. Housing Stock Information

This section addresses the Charlotte Housing Authority's housing stock information for FY 2012-2013. 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.

Public Housing Units (Available for Lease April 1, 2012)										
				0BR	1BR	2BR	3BR	4BR	5BR	Total
Total Mixed-Income Developments				63	361	424	269	18	1	1,136
Total Public Housing Developments				727	460	449	394	114	8	2,152
Total PH Units Available for Lease April 1, 2012				790	821	873	663	132	9	3,288
Removals										
April 2012 – March 2013 (Strawn Tower)				10	15	1				26
Additions										
April 2012 – March 2013 (Boulevard Senior)					70					70
Total PH Units Planned at FYE 2013				780	876	872	663	132	9	3,332
Description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year): To be provided October 2011										
Public Housing Units Planned to be Added During the Year (added by March 31, 2013)										
Property	Type	Accessible Features	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total PH units added
Boulevard Seniors	Senior		110		70					70
Public Housing Units Planned to be Removed										
Property	Type	Justification	Total Units in Development	0BR	1BR	2BR	3BR	4BR	5BR	Total
Strawn Tower	Senior	Renovation	196	10	15	1				26

Housing Choice Vouchers	
Number of MTW HCV authorized	4,468
Number of non-MTW HCV authorized	335 135 Veterans Affairs Supportive Housing (VASH) and 200 Family Unification Program (FUP)
	38 Port Out

Property	Type	Total Units in Developments	HCV Units to be Project-Based During FY13					Total
			1BR	2BR	3BR	4BR	5BR	
940 Brevard	Senior/Mixed Affordable	100	60					60
Ashley Square at SouthPark	Family/Mixed Affordable	176	4	10				14
McAden Park (Seigle 60)	Family/Mixed Affordable	60	3	18	9			30
Mill Pond	Family/Mixed Affordable	168		23	28			51
Prosperity Creek	Family/Mixed Affordable	168	72	12				84
Seigle Point Apartment Homes	Family/Mixed Affordable	204	3	13	2			18
Springcroft @ Ashley Park / Live Oak Seniors	Seniors/Mixed Affordable	50	18					18
YWCA Families Together		10			7	3		10
Cherry Gardens	Seniors/Mixed Affordable	42	11					11
McCreesh Place	Supportive	91	26					26
Woodlawn House	Senior	104	34	18				52
Moore Place	Supportive	85	51					51
Steele Creek Seniors	Senior	120	42	18				60
Everett House			10					10
Lofts at Seigle Point	Family/Mixed Affordable	190	14	18	6			38
Total Project-Based HCV Units planned for FY13			348	130	52	3	0	533

B. Leasing Information

Leasing Information, Planned - this information is estimated and may be subject to change during the Plan year.	
Anticipated total number of MTW PH units leased in Plan year	3,332
Anticipate total number of non-MTW PH units leased in Plan year	CHA does not have any non-MTW PH units.
Anticipated total number of MTW HCV units leased in Plan year	4,173 (does not include the PBV commitments)
Anticipated total number of non-MTW HCV units leased in Plan year	173 (includes port outs)
Description of any anticipated issues relating to any potential difficulties in leasing units (HCV or PH)	There are no problems anticipated for leasing public housing units in FY13. CHA anticipates no problems leasing Housing Choice vouchers.
Number of project-based vouchers in use at the start of the Plan year.	There will be 495 project-based vouchers in use at the start of the Plan year.

C. Waiting list information

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

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

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

The public housing program currently has open waiting lists for several properties. The waiting lists are opened and closed (by site or bedroom) depending on the length of the list as a result of the quarterly reviews. Waiting lists are reviewed quarterly by site and bedroom. As of September 23, 2011, there were 2,918 applicants on the waiting lists. The greatest need in public housing is for 2 bedroom family units. There are no anticipated changes in the waiting lists. The agency made some changes in preferences earlier this year which changed the waiting list slightly. A purge is in process as of September 2011.

The Housing Choice Voucher Program does not anticipate any change in the number of families on the waiting list due to Project-Based Voucher commitments. The list will remain closed. The waiting list will be purged before the FY12 year end which will result in a decrease in the number of families on the waiting list. As of September 23, 2011, there were 1,941 applicants on the waiting list. The Section 8 Program does not report by bedroom size.

iii. Non-MTW Related Housing Authority Information (optional)

A. List planned sources and uses of other HUD or Federal Funds (excluding HOPE VI)

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

New Administrative Office

CHA has purchased an existing office building located at 400 East Boulevard to house its administrative offices which are currently in four separate office buildings in the City. Having all the offices in one location is a key component in providing excellent service to all CHA customers. This new office will better serve those who rely solely on public transportation, which has been identified as the greatest barrier to success for low- and very low-income residents. The organization started the design development process for the rehab in early 2011 with actual rehab slated to start late 2011.

MWBE & Section 3 Participation

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

The Charlotte Housing Authority (CHA) has certified over ninety (90) Section 3 business concerns in the Mecklenburg County area. These businesses represent a variety of categories, including professional services and trades. A total of fifty-six (56) Section 3 business concerns have received CHA contracts or subcontracting opportunities totaling more than \$5,700,000 and that number continues to grow. CHA has also been successful in awarding Section 3 joint ventures on projects totaling more than \$25,000,000. From January 2009 through December 2010, CHA's contractors have reported 205 new hires with 130 as Section 3 residents, a 63% hire rate for Section 3, far exceeding the goal of 30%.

One unique feature CHA has implemented is the requirement of contractors on substantial renovation and new construction projects to provide paid internships to eligible public housing residents. The successful candidates have the opportunity to gain experience from the beginning of a project, including the design phase, through the completion of the construction project. Efforts are continuously being made to notify residents about upcoming projects that may provide opportunities to help them toward self-sufficiency.

CHA Programs Receive \$1,207,151 in Grant Funding in FY12

As of September 15, 2011, CHA has received six grants totaling \$1,207,151.

1. Family Unification Vouchers (HUD/FUP) \$682,764

Working with staff from the Mecklenburg County Department of Social Services, CHA submitted a winning application in a competitive solicitation to receive 100 Family Unification Program (FUP) Housing Choice Vouchers. These vouchers will be awarded to families for whom affordable housing is the primary obstacles to regaining or maintaining custody of their children, or to teens who have aged out of foster care and need affordable housing. Mecklenburg County DSS social workers will be providing ongoing case management to make sure voucher recipients stabilize in their new homes.

2. Bank of America \$25,000

The Bank awarded CHA another \$25,000 grant, bringing to \$50,000 the amount received to support the operation of the Center for Employment Services (CES). CES, located in the Arbor Glen apartment community on Charlotte's West Side, provides employment-related services to public housing residents and voucher participants, as well as to un- and under-employed adults in Charlotte. CES partners include Jacob's Ladder, City Dive, the Workforce Development Board and The Benefit Bank.

3. Mecklenburg Ministries \$915

CHA prepared and submitted a grant to Mecklenburg Ministries to fund a one-day employment fair at the CES. Jacob's Ladder was the fiscal agent for this grant.

4. and 5. Public Housing Family Self-Sufficiency \$130,000

Due to a change in funding cycles, HUD awarded by the FY11 and the FY12 PH FSS ROSS grants in the same CHA fiscal year. This annual \$65,000 grant is used to hire a case manager who is providing self-sufficiency services to public housing residents.

6. VASH Vouchers \$368,472

CHA has been awarded 50 additional VASH vouchers, bringing our total to 135. We are proud to have the opportunity to offer affordable housing to some of our nation's veterans with the Veteran's Administration provides supportive services.

As of this writing, CHA also has an additional four proposals pending award decision for a total of \$2,736,156.

Resident Opportunities and Self-Sufficiency (ROSS) Grants

ROSS Elderly/Disabled Accomplishments April 2011- August 2011

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

Choice Neighborhood Implementation Grant

CHA's Real Estate Development Department is, as of this writing, planning to submit an FY12 application for a Choice Neighborhoods Implementation Grant for a Charlotte neighborhood. Over the next few months CHA staff will be reaching out to the various stakeholders to see if their assessment on the need for revitalization in various areas agrees with CHA's assessment. These stakeholders include neighborhood residents, area businesses and property owners, as well as key community partners, such as the City of Charlotte, the Charlotte-Mecklenburg School System, the Charlotte Area Transit System (CATS) and Mecklenburg County Park and Recreation.

iv. Long-Term MTW Plan

The Long-Term MTW plan consists of strategies which are designed to help address the unmet affordable housing need in Charlotte by leveraging supportive services to move families to self-reliance, building mixed-income communities that de-concentrate poverty, and expanding CHA's jurisdiction for development. CHA offers a high quality, partnership-driven, and sustainable continuum of supportive services that addresses and removes the barriers to self-reliance, so that all residents will achieve a high quality of living by advancing towards self-reliance.

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

- Continue a dual development strategy as independent/direct developer and joint venture partner to pursue projects that could become joint ventures;
- Increase the agency's role as a lender and provider of rental subsidies in developments, particularly supportive housing and special needs developments;
- Continue partnerships that would support the education model in the development of family communities; and
- Work to improve communications at all levels that would alleviate hindrances to day to day project implementation.

In FY11, CHA accomplished the long term plan to integrate Real Estate Development, Capital Assets, and Relocation departments to improve efficiencies that would strengthen CHA's capacity to better manage and develop more units.

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

- *Defining and Understanding the Need for Affordable Housing*

In order to identify and quantify the unmet housing need in Charlotte, CHA, in partnership with its Affordable Housing Study partners, engaged the University of North Carolina at Charlotte (UNCC) to conduct an affordable housing inventory assessment. A copy of the study, which was released in September 2010, can be accessed at

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

The primary purpose of the study was to create an in-depth and comprehensive database that quantifies and qualifies the unmet affordable housing demand in Mecklenburg County, NC. UNCC used the data to formulate projections, identify trends, evaluate existing barriers to housing for these families, and individuals and recommended possible strategies to meet the unmet affordable housing need inclusive of supportive services. The rental housing unit count documented an unmet need of 30,085 rental units which includes 4,477 homeless people. CHA is negotiating with UNCC to update the study.

- *Addressing Public/Private Marketplace Factors*

CHA is expanding its role in transitional and supportive housing by providing more units and rental subsidies in the Charlotte community. Some of the issues the agency is addressing are:

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

- *Determining the Appropriate Structure, Mission, and Coordination*

The Charlotte Housing Authority's Board of Commissioners and CEO have discussed changing the structure of the agency by becoming a redevelopment commission and

expanding its Section 9 (public housing) jurisdiction countywide. Restructuring or reconstituting CHA has several benefits:

1. Expanding the jurisdiction of CHA could increase Section 9 (housing units that receive an operating subsidy authorized by Section 9 of the United States Housing Act of 1937) capacity by as much as 50%. Presently CHA has limited Section 9 capacity left, as well as a limited footprint to operate additional Section 9 units. If left as it currently stands, this will result in a small impact on meeting the affordable housing needs.
 2. Expanding the agency's ability to engage in non-residential real estate activity for the purpose of benefiting CHA's mission.
 3. Increasing the financial resources available to the agency.
- *Advancing Suitable Regulatory Reform*
CHA staff assisted in the enhancement of the local regulatory environment in regards to the City of Charlotte's revised Housing Locational Policy, Housing Trust Fund, and zoning in order to reduce the difficulty housing service providers face in developing more affordable housing units.
 - *Mobilizing Adequate Resources*
CHA's senior management is working with NC congressional delegates and advocacy groups to develop a different source of capital for the national housing trust fund, as well as pursue local foundations and private sector donors to create foundations for affordable housing, education, and supportive transitional housing for homeless families with school aged children.
 - *Executing Communication/Advocacy Strategies*
CHA has formulated a Collaborative Partnership and an Advisory Council to serve as advocates for affordable housing. The Collaborative Partnership was developed to assist CHA in formulating solutions that address both the development of affordable housing units and the provision of supportive services many families need to be able to maintain their housing. The Collaborative Partnership was instrumental in the development of the supportive service contracts with the service providers CHA uses for the Moving Forward Supportive Services Program. The Advisory Council was formed to help promote local legislative changes and gain political support for the new business plan. Both groups will assist in communicating the overall strategy to make MTW the community's initiative, not just a CHA initiative.

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

v. Proposed MTW Activities

CHA has no proposed initiatives.

vi. Ongoing MTW Activities

Local, Non-Traditional Initiatives

Initiative 1

Acquire the General Partnership interest in the Little Rock Apartments - This activity was approved in March 2010, but was made as a first amendment to the FY11 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), has acquired the general partnership interest in Little Rock Apartments, a 240 unit Section 8 multi-family project. Horizon's control of Little Rock Apartments is vital to the success of the redevelopment of Boulevard Homes, CHA's adjacent, 300 unit, public housing development. By controlling Little Rock, CHA endeavors to receive approval to provide services and opportunities to Little Rock's residents through its Moving Forward program, including self-sufficiency and employment services.

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

Initiative 2

Construction of the Lofts at Seigle Point - This activity was approved in March 2010, but made as a first amendment to the FY11 plan. The Lofts at Seigle Point is proposed to be the final on-site component of the Seigle Point HOPE VI redevelopment of the former Piedmont Courts. The development is proposed to be part of a broader mixed-income community. The project will include 190 units of which 80% will be for lease to individuals at 80% Area Median Income (AMI) and below and 20% will be affordable to those earning less than 30% AMI subsidized by CHA Project-Based Section 8. The overall Seigle Point community has a 10,000 square foot community building, 204 tax credit apartments, 31 market rate townhomes, and an amenity area with a playground, tennis & basketball courts, greenway, and shelter area. Adding the 190 units in this location, very near Charlotte's central business district, will provide added choice for those needing affordable housing. This environment will be an ideal situation for these residents to excel in CHA's Moving Forward program.

Initiative 3

Charlotte Local Rental Subsidy Program - This activity was approved in FY11 as a second amendment to the plan. CHA staff has developed a local Community Based Rental Assistance Program (CBRA) in partnership with Charlotte Family Housing (CFH), formerly the local

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

Initiative 4

CHA received approval through the MTW broader use of funds to Provide Gap Financing to Construct Units at McCreesh Place in the last month of FY10. The agency amended the FY11 annual plan to include the activity, and implemented the activity in that year; however, completion will not occur until 4th quarter 2011.

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

Unit Production Initiatives

Initiative 1

CHA was approved to Implement the Site-Based Waiting Lists for Public Housing and Project-Based Section 8 units in FY09. The activity began in the same year. CHA continues to manage the waiting lists for public housing and Project-Based Section 8 units at the site level. In FY12, there were 45 offers made for housing at CHA managed properties. A total of 35 persons (78%) accepted the first offer, while 7 accepted the second offer and 3 accepted the third offer. In addition, during the current fiscal year, CHA provided 20 move-ins for families in the City Relocation Program who were in houses deemed inhabitable and granted an internal transfer. These families are not able to choose like those on the waiting list.

Initiative 2

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

The recent economic downturn allowed CHA to increase unit production in higher income areas of Charlotte in a shorter period of time and at a lower cost than building new units. CHA's goal is

to add 100 units per year at an average cost of \$120,000 or less per unit. Due to the slowing of acquisitions because of funding, CHA is reconsidering its benchmark of 100 units per year; however, the agency continues to look at other opportunities.

Fiscal Year	Property	Units	Cost per unit
2009	Fairmarket Square	60	\$48,667
	Seneca Woods	50	\$71,059
2010	Hampton Creste	239	\$43,389
	Woodlawn House	104	\$80,384
	Mill Pond	168	\$67,500
2011	McMullen Wood	55	\$79,165
2012	Little Rock	240	\$49,753

Initiative 3

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

The benchmark was to acquire one (1) site every two (2) years which would provide a development opportunity of a minimum of 50 units.

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

Initiative 4

CHA was approved to implement an activity to *Utilize Public Housing Units to Serve Homeless Families* at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2nd amendment to the FY11 annual plan. The agency began implementation in FY11. The apartments are owned by CHA's non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity has been branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Creste. The Salvation Army (TSA) is responsible for providing the supportive services.

The partnership is considering expanding the three (3) year term limit to five (5) years or transitioning the families to FSS sites at the end of year three (3). There will be 60 ACC units operating as part of the community partnership to serve homeless families, 40 units will be restricted to families making 40% area median income and the remaining 113 units will be restricted to families making 80% area median income.

Program updates include:

- The construction consists of rehab/prep units and conversion renovations. In September 2011, the overall project completion was 95%, with 100% completion scheduled for October 2011.
- The SHIP program at Hampton Creste currently has thirty-one residents with sixty-one children who reside on site.
- Within the current families, 45% are enrolled in job or education training and 80% are enrolled in life skill training. There are 45% employed (full and part time).
- Several reasons for the positive exits were marriage, moving into an apartment community with employment, moving out of state (Georgia) with full time employment, and moving out of state due to family obligations.
- There have been four (4) negative move outs as a result of lease violations and abandonment of the SHIP apartment.

Initiative 5

In FY09, CHA was approved to Develop an Affordable Housing Program with Charlotte-Mecklenburg Schools (CMS). This initiative was designed to produce mixed-income affordable housing units at school sites. Due to budget cuts within CMS, this activity has not been implemented. CHA initiated the activity because it is an innovative partnership. In FY09, CHA met its goal to identify one site that will be feasible for CHA/CMS development. No new benchmarks have been set since that year because CMS cannot make financial commitments to affordable housing based on the current economic conditions.

Fiscal Year	Property or Location
2009	Boulevard Homes HOPE VI

Project-Based Section 8 Initiatives

Initiative 1

In FY09, CHA was approved to implement Housing for Persons with Disabilities, Special Needs, and Homeless. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden. The activity was implemented in FY09.

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

The activity has impacted Charlotte’s supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte’s continuum of care. Without CHA’s fund leveraging or resource commitment, projects would be

delayed or not occur. Since implementation, CHA has been able to assist in creating 10 units for the homeless and special needs persons and an additional 137 units are in development.

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

Year Completed	Project	Type	Number of PBS8 Units	Number of ACC Units	Total Assisted Units in Development
FY09	YWCA Families Together	Homeless	10		10
FY12	McCreesh II	Homeless	26	63	89
FY12	Charlotte Local Rental Subsidy Program	Homeless	50		50
FY12	Moore Place	Homeless	51	34	85
FY13	Everett House	Disabled	10		10
Total			147	97	244

Initiative 2

In FY09, CHA was approved to implement a Community Based Rental Assistance (CBRA) Program. The activity was implemented in the same year.

The activity was initiated to simplify the selection process in order to maximize the number of quality Project-Based Section 8 units throughout Charlotte. CHA adopted a CBRA process in accordance with this MTW initiative. The goal of this initiative is to place as many CBRA units as possible in the following areas:

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

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

Year Completed	Development	Number of Units	Neighborhood Category
Pre-MTW	Prosperity Creek	84	Stable
	McAden Park	30	Stable
Total Pre MTW		114	
FY09	940 Brevard	60	Transitioning
FY09	Springcroft @ Ashley Park / Live Oak Seniors	18	Stable
FY09	Seigle Point	18	Stable
FY09	YWCA Families Together	10	Stable
Total FY09		106	
FY10	Ashley Square at Southpark	14	Stable
FY10	Mill Pond	51	Stable
FY10	Cherry Gardens Senior	11	Stable
Total FY10		76	
FY12	McCreesh Place II	26	Stable
FY12	Charlotte Local Rental Subsidy	50	Scattered sites
FY12	Steele Creek Seniors	60	Stable
FY12	Woodlawn House	52	Stable
FY12	Moore Place	51	Challenged
Total Anticipated FY12		239	
FY13	Boulevard Family (HOPE VI)	23	Challenged
FY13	Boulevard Seniors (HOPE VI)	20	Challenged
FY13	Everett House	10	Stable
FY13	Lofts at Seigle Point	38	Stable
FY13	Savanna Woods	10	Stable
FY13	United House of Prayer	35	Transitioning
Total Anticipated FY13		136	

Achieve Administrative Efficiencies

Initiative 1

HUD approved the *Adoption of Investment Policies that are Consistent with State Law* to achieve a portfolio which is safer, more liquid, and obtains competitive yield in FY09. The agency implemented this initiative in the same fiscal year.

Interest earnings from traditional banking continue to be stagnant. At the beginning of the fiscal year the Authority purchased additional commercial paper to increase its earnings potential. This has made a huge impact, and significantly increased our earnings potential.

	Bank Rate	Earnings Rate	Earnings Differential
9/30/2010	0.18%	0.16%	\$ (29.79)
10/31/2010	0.18%	0.14%	\$ (61.86)
11/30/2010	0.18%	0.12%	\$ (98.60)
12/31/2010	0.18%	0.13%	\$ (82.86)
1/31/2011	0.18%	0.58%	\$ 222.92
2/28/2011	0.18%	0.58%	\$ 1,624.46
3/31/2011	0.18%	0.58%	\$ 1,873.33
4/30/2011	0.18%	0.60%	\$ 1,972.46
5/31/2011	0.18%	0.60%	\$ 3,845.78
6/30/2011	0.18%	0.60%	\$ 3,646.50
7/31/2011	0.18%	0.60%	\$ 3,556.67
8/30/2011	0.18%	0.60%	\$ 1,778.76
9/30/2011	0.18%	0.60%	\$ 1,707.30

Rent Reform Initiatives

Initiative 1

An alternate review process was approved by HUD for FY09. Implementation of the Alternative Review Process began December 2010. The new process allows for a bi-annual reexamination process for elderly and disabled families. The schedule requires residents whose anniversary month is an even month (February, April, June, August, October and December) to recertify during the even years beginning 2010. Those participants whose anniversary month is an odd month (January, March, May, July, September, November) will recertify in the odd years, beginning 2011. The Enterprise Income Verification (EIV) System reports are still used during recertification. CHA also began conducting criminal background checks at recertification for family members 16 years of age or older. The benchmark is a decrease of 1,000 – 1,200 recertifications annually for elderly and disabled households. Alternate Reviews began in December 2010. Beginning April 1, 2011 to September 23, 2011, CHA was able to decrease recertifications by 443 households.

Initiative 2

CHA received approval to implement Rent Reform and a work requirement in the FY10 annual plan. The activity was implemented in FY11. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. The rent simplification applies to both public housing and Section 8.

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

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

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

Anticipated Impact	Metric	Original Baseline	Revised Baseline	Revised Benchmark	Actual (as of Sept. 23, 2011)
Increase in earned income	Amount of earned wages	\$12,903	\$ 13,326	\$13,659 (2.5%)	\$13,185
Increase number of members with earned income	Number of working households	1,980	1,303	1,433 (10%)	1,904
Decrease number of households paying minimum rent	Number of minimum renters	1,486	1,351	1,216 (10%)	1,618

Inspection and HQS Initiatives

Initiative 1

CHA proposed the Occupancy Training activity in FY08. The activity implementation began in the same fiscal year. CHA continues to provide mandated Good Neighbors Training to all new and existing Section 8 and Section 9 applicants entering the program. The training is designed to assist families' acclimation to a neighborhood. Participants learn more about being "Good Neighbors" by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, and conflict resolution. All existing, new admissions, and ports have begun the Good Neighbor Training. New admissions and ports are required to attend this training prior to them receiving their voucher and existing participants are registered at their recertification interviews. As of August 2011, 1,717 participants completed the Good Neighbor Training. CHA's benchmark for FY13 will be 300. CHA is conducting the Good Neighbor Training in an effort to decrease the number of lease or program violations that lead to terminations. The table below illustrates the violations and terminations as of first quarter FY 2012.

SECTION 8 VIOLATION/ TERMINATION COMPARISON				
	Baseline	FY11 Total	FY12 (as of Jun 2011)	Percent of total overall vouchers (4,468)
Participants with Violations	385	652	227	5%
Participants Terminated /EOP	302	113	23	.005%

Initiative 2

The activity to Modify the Section 8 Inspection Procedures for Project- Based Section 8 (PBS8) units was approved by HUD and implemented in FY09. The activity waives the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed PBS8 units and utilizes local Building Standards Inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move in inspection. The benchmark was to use this process on 20% of the new units which results in a \$100 cost savings per unit. The use of the Certificate of Occupancy has been effective for CHA because there was a savings of \$5,700 during FY11 when CHA utilized this process to lease 57 units at Mill Pond and Ashley Square apartments.

During FY12 CHA plans to use the CO process for newly constructed Project Based vouchers units at:

PROPERTY	NUMBER OF UNITS TO USE CO IN LIEU OF HQS INSPECTION
McCreesh	26
Steele Creek	60
Boulevard Seniors	20
Moore Place	51
Everett House	10
Total	167

Initiative 3

CHA received approval in the FY08 annual plan to implement a Participant and Landlord Tracking Program. In FY08, the agency began tracking the locations of Section 8 vouchers in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas. The purpose of the activity is to increase fair market rents (FMR) in identified areas of Charlotte/Mecklenburg County that have low Section 8 participation in order to address de-concentration of poverty and increase access to affordable housing opportunities in non-concentrated areas. CHA is currently looking at areas where poverty is low and HCV participation is also low in order to design a program which would allow participants to move into those areas. Those areas have been identified and CHA staff will contact landlords and apartment complexes in those low poverty areas in order to increase awareness of the benefits of renting to HCV families.

CHA utilized the services of the University of North Carolina at Charlotte (UNC Charlotte) to use Geographic Information Science (GIS) mapping to identify each voucher holder within the City of Charlotte/Mecklenburg County. The results indicated that 78% (3,206 of 4,268) of Section 8 voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28208, 28215, 28216, 28205, 28217, 28212, 28269, and 28213). CHA began including information on the benefits of residing in low poverty areas in the voucher briefings.

CHA's benchmark is to reduce the vouchers within the 8 concentrated zip codes by 6% (200). It is noted that the % change can be impacted by the utilization rate and number of vouchers available; therefore the actual number of vouchers in the concentrated area is critical to realizing movement. In August of 2011 there were 3,575 of 4,841 vouchers in the concentrated zip codes. This reflected a 74% concentration in those eight zip codes.

Safety Initiatives

Initiative 1

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

CHA recognized that customers were declining offers at some sites based on perception of crime at the location and therefore, in order to decrease the rejection rate, concentrated efforts were made to reduce crime at CHA developments. The Surveillance Camera Project was completed in July 2011. Resident Safety staff reviews camera video weekly, based on the volume of calls, for services as it relates to criminal incidents. Staff uses a Time Log as a tool to make recommendations or adjustments for continuous improvement on the positions of the cameras. Staff has received positive feedback from residents as it relates to this initiative of improving the quality of life within our communities.

CHA first quarter report for Part 1 Crimes shows a 37% reduction in Part I crimes from the same reporting timeframe the previous year. These numbers are for all family sites, with the exception of two, for which the camera installation was incomplete during this period.

Self-Sufficiency Initiatives

Initiative 1

The Moving Forward Supportive Services (formerly Currents of Change) was approved in the FY09 Annual Plan. Implementation began in the same year. The activity promotes work and self sufficiency. Families with the highest level of needs and the most barriers to self reliance are identified as being a Tier 1 family. Families with the lowest level of needs and the least barriers to self reliance are identified as being a Tier 3 family. A Tier 4 family is identified as being either elderly and/or disabled. This allows us to monitor both site and family performance as they progress through our programs.

New sites which will be a part of our FY12-13 activity include the recent roll-out of Leafcrest, Tarlton Hills and Cedar Knoll which adds another 147 units with supportive services. We anticipate supportive services to begin at additional communities during the FY 12-13, as well. This program is currently on schedule.

Center for Employment Services (CES)

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

In an effort to expand the services being provided to residents to help them meet this work requirement, CHA has partnered with Jacob's Ladder, City Dive, The Benefit Bank of North Carolina and the Charlotte-Mecklenburg Workforce Development Board to open the Center for Employment Services (CES) in Charlotte's West Boulevard Corridor. CES is located in the Arbor Glen apartment community, a HOPE VI Revitalization site. CES is an innovative approach that

creates relationships with partners through cooperation rather than a contract. Services offered at the CES include help finding a job, completion of GED, basic literacy classes, as well as computer training, pre-employment workshops, and budget management.

CES will assist CHA's Client Services Department objectives:

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

CES benchmarks for FY13 are:

1. Increase number of first time customer visits from 250 to 500
2. Rate of employment will remain at 65%
3. Program graduation rate will increase 5% to 65%

CES reports the following accomplishments for April – July 2011:

Activity	Annual Goal	Year to Date Actual
Number of persons who receive services at CES (first time visitors)	82	286
Number of persons who receive Access Point Services (<i>exposure to one-stop employment centers</i>)	204	100
Percent of Jacobs Ladder West enrollees to graduate	70%	60%
Percent of Jacobs Ladder West graduates to enter workforce	77%	65%
Number of persons to complete financial empowerment	9	20
Number of persons to complete City Dive job development	7	16

Initiative 2

In FY09, CHA was approved to establish a *Cooperative Agreement to Form Partnerships* with Communities In School (CIS), Charlotte-Mecklenburg Schools (CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. The focus of the collaborative was to provide services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty. The Youth Initiative will be reported on within the Moving Forward Supportive Services after this Plan is submitted.

A. Youth - Metrics

This item had been listed as being in development in the past, is now on schedule and in progress of establishing the baseline data as a result of progress with Communities in Schools (CIS). Youth measures are based on the academic school year. The new contract agreement states services will be provided to a minimum of 300 CHA students, in 43 schools and 2 jail facilities.

B. Youth - Mentoring

This item is currently not on schedule. An agency has been identified to provide mentoring services. The new plan is to have an agreement in place by October 2011 with Youth Development Initiatives, Inc. and the program launched by November 2011. For the youth mentees, the program will guide them through a personalized development process to become fit to win in *life*, which stands for:

Learn about yourself (Personal Validation).

Identify what you really want in life (Purpose).

Find out how to get what you really want in life (Plan).

Empower yourself with the education and skills to make your vision a reality (Personal Responsibility).

C. Youth -Parenting

The effort to engage Parent University (a collaborative led by CMS) with our residents, is in development and on target. **Parent University is a community collaborative led by Charlotte-Mecklenburg Schools to help parents become full partners in their children's education. CMS partners with community agencies and organizations to offer courses that will equip families with new or additional skills, knowledge, resources and confidence. The goal of Parent University is to increase parent involvement in the schools and empower parents to raise children who are successful in school, and in life.**

The plan is to host one Parent University course at six Moving Forward communities starting November 2011. The course curriculum which will educate parents on a key issue that promotes academic excellence or educational options will be determined by the results of the family assessments conducted by the contract agencies providing wraparound services. It is expected that a minimum of 15 participants per community will participate in the course. A pre-post test assessment will be used to determine the participants' level of understanding of the course content.

vii. Sources and Uses of Funding

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

This information is provided in Appendix F.

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

This information is provided in Appendix G.

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

This information is provided in Appendix F.

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

This item is not applicable to Charlotte Housing Authority.

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

This information is provided in Appendix F.

F. *Optional-List reserve balances at beginning of the Plan year.*
Charlotte Housing Authority opts out of listing the reserve balances.

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

viii. Administrative

Resolution Adopting the Annual MTW Plan Certification of Compliance

The signed resolution is included as Appendix A.

Description of any planned or ongoing Agency-Directed Evaluations of the Demonstration

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

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