



FY 2017 Charlotte Housing Authority Moving Forward Annual Plan

Submitted 10/12/2016/rev 03/31/2017

CHA

Moving Forward

Annual Plan

rev 03/31/2017

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I. INTRODUCTION

The Charlotte Housing Authority (CHA) is one of thirty-nine (39) agencies participating in the federal Moving To Work (MTW) Demonstration program which provides public housing authorities flexibility in designing and testing nontraditional policies and programs that better address the issues surrounding low-income housing in their local community. The Authority also has the ability to combine its federal operating subsidies for the public housing and voucher programs together with its annual capital grant into one single fund, the MTW Block Grant. Operating in this deregulated framework has allowed CHA to meet the federal statutory objectives of the program:

- Reduce cost and achieve greater costs effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

As a MTW agency, CHA is required to submit an Annual Plan each year indicating the anticipated housing stock, policy and housing activities that will be undertaken in the next fiscal year. This is the first plan submitted after changing our fiscal year start to January 1st.

MTW is an integral part of the agency's day-to-day operations and assists CHA in achieving its mission to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes. Key MTW activities implemented:

1. Rent Reform (modified rent calculation)
2. Case Management and enhanced services
3. Construction of additional affordable units
4. Supportive Housing Partnerships (partnering with supportive housing providers to provide gap financing and housing subsidies)

CHA has branded the local effort, Moving Forward, which reflects a combination of shared intent, forward movement, and the image of affordable housing as a platform for rebuilding lives.

During fiscal year 2016, CHA worked with other MTW agencies to garner support for an agreement extension. In December 2015, the Consolidations Act (the Act) of 2016 was passed by Congress. The Act extends the existing MTW agreements

for 10 years; therefore, CHA's agreement expires in 2028.

Through our flexibility, we have implemented activities that positively impact the following:

- The employment rate for able-bodied heads of household 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 the 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 for (a) Section 9 and (b) Project-Based Section 8

Rental Assistance Demonstration (RAD)

The Charlotte Housing Authority submitted to the U.S. Department of Housing and Urban Development an application for a portfolio RAD conversion in late 2013, involving 53 developments and approximately 3,400 units. That application was formally approved in 2015. In 2016, CHA submitted Financing Plans on 48 developments on June 30, and is working on closing those deals during the development of this FY 2017 MTW Plan.

CHA closed 28 developments with 1,350 units in 2016. We will close 22 developments with 1,855 units in 2017. By the end of 2017, we will have 3,246 RAD units. We will have one Public Housing Development left: Dillehay Courts (136 units). We will apply for RAD conversion for Dillehay in 2017, but do not expect to close on Dillehay until 2018. We will apply for RAD conversion for the Residences at Renaissance II (aka Boulevard III) in 2017, but we anticipate closing in 2017 so it is included in the 2017 count.

Two developments (Hall House and Strawn Cottages) are transferring assistance. Residences at Renaissance II is slated for RAD conversion in 2017. CHA will convert Dillehay Courts to the RAD PBV platform in 2018. By the end of FY 2018, CHA anticipates that all of its existing public housing units will be operating on the RAD PBV platform.

Short-Term and Long-Term MTW Goals and Objectives

The short-term vision is to provide opportunities for every able-bodied public housing resident and housing choice voucher participant to work. An increase in the number of families transitioning to self-reliance will reduce the number of households needing housing assistance, and reduce the number of individuals that

return to the waiting lists. These positive move-outs, along with producing additional affordable housing units, will address the growing number of households presently in Charlotte and relocating to the area that cannot afford market rate housing.

The long-term vision is to create mixed-income developments that can benefit the residents, the agency and the Charlotte community, as well as provide resources to youth that will break the cycle of intergenerational poverty. CHA will be more entrepreneurial and expand its reach through its development and property management affiliates.

The following are the corporate goals:

GOAL #1 - Create financially sustainable, aesthetically pleasing mixed-income and mixed-use communities of choice.

GOAL #2 - Become Charlotte's premier affordable housing Real Estate Developer and Property Management organization by providing exceptional customer service

GOAL #3 - Maintain and increase revenue by pursuing entrepreneurial activities and grant funding while adhering to the agency's annual budget

GOAL #4 - Increase access to services that promote economic independence for residents, thereby increasing their income and quality of life.

GOAL #5 - Seek efficient outcome-driven partnerships that further the mission of CHA and its affiliates.

II. GENERAL HOUSING ACTIVITY OPERATING INFORMATION

The information contained in this section is per a HUD mandated template. It contains information on housing options for the Charlotte Housing Authority's Public Housing and Housing Choice Voucher (also known as Section 8) Programs. During Fiscal Year 2017, approximately 93% of CHA's Public Housing portfolio will have converted to the RAD PBV platform.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

(II) General Housing Authority Operating Information**Annual MTW Plan****II. 1 Plan. Housing Stock****A. MTW Plan: Housing Stock Information****Planned New Public Housing Units to be Added During the Fiscal Year**

| | | | | | | | | | | | |
|---|---|-------------------------------|---|---|-------------------------|---|----|----------------------|--------------------|------------------|-----------|
| | | | | | | | | # of UFAS Units 0 | | | |
| AMP Name & Number <u>N/A</u> | | | | | | | | | | | |
| | 0 | 1 | 2 | 3 | 4 | 5 | 6+ | Total Units | Population on Type | Fully Accessible | Adaptable |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A |
| Total Public Housing Units to be Added | | | | | | | | 0 | | | |
| *Select Population Type from: Elderly, Disabled, General, Elderly/Disabled, Other | | | | | | | | | | | |
| If Other, please describe: | | | | | | | | N/A | | | |
| Planned Public Housing Units to be Removed During the Fiscal Year | | | | | | | | | | | |
| PIC Dev. # / AMP and PIC Dev. Name | | Number of Units to be Removed | | | Explanation for Removal | | | | | | |
| Total Number of Units to be Removed | | 1855 | | | RAD Conversion | | | | | | |

| New Housing Choice Vouchers to be Project Based During the Fiscal Year | | |
|--|--|--|
| Property Name | Anticipated Number of New Vouchers to be Project-Based * | Description of Project |
| Tall Oaks | 81 | From the RAD conversion Tall Oaks will be demolished and the property redeveloped as a mixed-income development. |
| Southside Homes | 392 | RAD conversion to PBV |
| Edwin Towers | 176 | RAD conversion to PBV |
| Stonehaven | 24 | RAD conversion to PBV |
| Springfield Gardens | 22 | RAD conversion to PBV |
| 940 Brevard | 40 | RAD conversion to PBV |
| Charlottetown | 161 | RAD conversion to PBV |
| Montgomery Gardens | 20 | RAD conversion to PBV |
| First Ward Place | 132 | RAD conversion to PBV |
| Arbor Glen 50 | 25 | RAD conversion to PBV |
| Arbor Glen I | 60 | RAD conversion to PBV |
| The Park at Oaklawn | 89 | RAD conversion to PBV |
| Rivermere | 20 | RAD conversion to PBV |
| Nia Point | 29 | RAD conversion to PBV |
| Arbor Glen III | 12 | RAD conversion to PBV |
| McAden Park | 30 | RAD conversion to PBV |
| Prosperity Creek | 72 | RAD conversion to PBV |
| South Oak Crossing | 20 | RAD conversion to PBV |
| Seigle Point | 10 | RAD conversion to PBV |
| Springcroft at Ashley Park | 18 | RAD conversion to PBV |
| Ashley Park | 22 | RAD conversion to PBV |
| Steele Creek | 60 | RAD conversion to PBV |
| Retreat at Renaissance | 70 | RAD conversion to PBV |

| | | | |
|--|------|--|------|
| Residence at Renaissance I | 23 | RAD conversion to PBV | |
| Residence at Renaissance II | 52 | RAD conversion to PBV | |
| Woodlawn House | 52 | RAD conversion to PBV | |
| Landing | 92 | RAD conversion to PBV | |
| Anticipated Total New Vouchers to be Project-Based | 1855 | Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year | 3611 |
| | | Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year | 3611 |

II.2 Plan Leasing

B. MTW Plan: Leasing Information

Planned Number of Households Served at the End of the Fiscal Year

| MTW Households to be Served Through: | Planned Number of Households to be Served * | Planned Number of Unit Months Occupied / Leased *** |
|--|---|---|
| Federal MTW Public Housing Units to be Leased | 3,790 | 45,480 |
| Federal MTW Voucher (HCV) Units to be Utilized | 4,242 | 50,904 |
| Number of Units to be Occupied/Leased through Local, Non- Traditional, MTW Funded, Property-Based Assistance Programs ** | 994 | 11,958 |
| Number of Units to be Occupied/Leased through Local, Non- Traditional, MTW Funded, Tenant-Based Assistance Programs ** | 145 | 1,200 |
| Total Households Projected to be Served | 9,779 | 109,542 |

- * Calculated by dividing the planned number of unit months occupied/leased by 12.
- ** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.
- *** Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.

Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(C) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

The agency has not been out of compliance with required statutory MTW requirements.

*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

Other Changes to the Housing Stock Anticipated During the Fiscal Year

None

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

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General Description of All Planned Capital Fund Expenditures During the Plan Year

N/A. There are no planned capital expenditures due to our RAD Conversion. However, the following improvements are scheduled to be made.

The Capital Fund Grant in 2017 will be calculated based on the remaining units not converted to RAD prior to the end of 2016. Planned use of these funds in 2017 will be for RAD HAP contracts for the remaining sites that are anticipated to be converted during the 1st quarter of 2017. Due to the RAD Conversion, all capital projects to be completed in 2017 will be funded through the replacement reserve accounts established at each property. The Improvements Projects List by site is included as Appendix N. These projects include items identified by the RAD Physical Needs Assessment, as well as additional work needed, and include: painting, kitchen and bath upgrades, ADA compliance items, elevator upgrades, siding replacement, landscaping improvements, sprinkler system upgrades, and other improvements.

Specifically, AUTUMN PLACE: replace metal fencing, exterior painting, replace cooling tower, replace kitchen cabinets, countertops, sinks, ranges, bath vanities, tub surrounds; **CEDAR KNOLL:** common area water heater; **CHARLOTTETOWN:** exterior building lights, fire stops, upgrade security cameras; **CLAREMONT:** fire stops, office conversion, ADA compliance upgrades; **EDWIN TOWERS:** refurbish elevators, ADA compliance upgrades security cameras, fire stops, smoke shelter; **GLADEDALE:** HardiPlank siding, kitchen & bath renovations, replace appliances, replace HVAC systems, interior painting, flooring, ADA compliance upgrades; **LEAFCREST:** ADA compliance upgrades, replace water heaters, replace kitchen countertops, sinks, bath vanities, tree removal; **MALLARD RIDGE:** replace common area heating; **MEADOW OAKS:** seal breezeway wood; **ROBINSDALE:** office conversion; **SAVANNA WOODS:** repair and sealcoat asphalt, install sidewalk; **SOUTHSIDE:** final phase of electrical upgrades and appliance replacements, replace dumpster enclosures, replace bath vanities, HVAC replacement; **WALLACE WOODS:** office conversion, seal breezeway, replace fencing, replace shower heads.

| |
|---|
| Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions |
|---|

| Housing Program | Description of Anticipated Leasing Issues and Possible Solutions |
|-----------------|--|
| HCV | CHA operates a local subsidy program with Charlotte Family Housing (CFH). They are allocated subsidies for 50 families; however, have not utilize the full allocation. CFH is challenged with finding households that meet their qualifications. CHA will continue monitoring the allocation and make adjustments accordingly. |

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|---|
| C. MTW Plan: Wait List Information |
|---|

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|---|
| Wait List Information Projected for the Beginning of the Fiscal Year |
|---|

| Housing Program(s) * | Wait List Type ** | Number of Households on Wait List | Wait List Open, Partially Open or Closed | Are There Plans to Open the Wait List During the Fiscal Year? |
|--|-------------------|-----------------------------------|--|---|
| Federal MTW Housing Choice Voucher Program | Central | 29,559 | Closed | No |
| Federal MTW Public Housing | Site-Based | 308 | Open | Yes |
| PBV & RAD PBV Units | Site-Based | 6,872 | Partially Open | Yes |

Rows for additional waiting lists may be added, if needed.

* Select Housing Program: Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

** Select Wait List Types: Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

| |
|---|
| |
| The public housing program will open portion or all of the waiting lists in their communities. The number of applications received is monitored so that the list can be closed once the list is sufficient for approximately 18 months of turnover. |
| If Local, Non-Traditional Housing Program, please describe: |
| N/A |
| If Other Wait List Type, please describe: |
| Under the RAD conversion the Public Housing site-based wait lists were converted to Project Based, site-based Wait lists. |
| If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes. |
| N/A |

III. PROPOSED MTW ACTIVITIES: HUD Approval Requested

2017-1 Modified Terms of Over-subsidy

A. Describe each proposed MTW activity

The definition of over-subsidy will be modified in the tenant based and project based voucher programs. Under this activity, Housing Assistance Payment (HAP) contract terminations will occur if the CHA is paying \$75 or less, or what is equivalent to CHA's minimum rent in monthly housing assistance payments for 180 consecutive calendar days. In a project-based voucher community, the participant will remain in the unit and the unit will stay under contract without subsidy. Should an unassisted unit become available, the housing provider may request an amendment to their HAP contract to exchange units.

B. Describe how each proposed activity will achieve one or more of the three statutory objectives.

This activity will increase housing opportunities for low to extremely low income families to be housed by decreasing the average wait time for applicants. It also opens up opportunities for households to move into private market rentals that are not leasing to HCV at same rental rate.

C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objectives(s).

The anticipated impact of this MTW activity will provide applicants the opportunity for housing assistance who may not otherwise be able to afford housing. Additionally, housing providers have stated they would prefer to lease up to households directly without HCV assistance when the HCV subsidy is so low because it is a lot of work for a small investment.

D. Provide the anticipated schedules for achieving the stated objective(s).

CHA proposes to implement this activity in January 2017.

| E. Metric | F. Baseline | G. Benchmark | H. Final Projected Outcome |
|---|-------------|--------------|--|
| HC#3: Decrease in Wait List Time | | | |
| Average applicant time on waitlist in months (decrease) | 870 months | 624 months | To be reported on in the FY 2017 Annual Report |

I. Give the data source from which metric data will be compiled.

Data will be compiled from a tracking over-subsidy end of participations and new admissions report.

J. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement that gives the PHA the flexibility to conduct the activity.

CHA is authorized to undertake this activity through Attachment C. Section D. 3. a. The Agency is authorized to determine income qualifications for participation in the rental assistance program that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations, as long as the requirement that i) at least 75 percent of those assisted under the demonstration are “very low-income” as defined in section 3 (b)(2) of the 1937 Act, ii) substantially the same number of low-income are assisted under the demonstration as would be without the MTW authorization contained herein, iii) a comparable mix of families are assisted under the agreement as would have been otherwise in Section I.C. of the MTW Agreement are met.

K. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.

CHA needs the authorization because CHA is changing the definition of over- subsidy from Zero Housing Assistance Payments to \$75.00 or less, or what is equivalent to CHA’s minimum rent in Housing Assistance Payments.

L. Additional Information for Rent Reform Activities

This is not a rent reform activity.

2017-2 Imputed Earned Income

A. Describe each proposed MTW activity.

In both the traditional voucher and Project-Based Section 8 (excludes PBV's with FSS components), CHA will not process interims three months prior to a recertification, three months after a recertification or within three months after a lease up, when there is a loss of income (except in cases of unintentional employment termination) for work-abled households. Hardship Cases will be referred to the CHA Hardship Committee and evaluated using the Hardship Policy established by the agency which is an appendix to this Plan.

B. Describe how each proposed activity will achieve one or more of the three statutory objectives.

This activity will reduce cost and achieve greater cost effectiveness in federal expenditures and create incentives for families to work or prepare for work.

C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective (s).

CHA currently does not process interims of increased income unless the household is a minimum rent household, being recertified or transferring. This activity will decrease the number of interims staff completes for income changes on non-minimum renters while closing the loophole in which participants can strategically reduce income in order to receive a lower rent.

Anticipated impacts include:

- Streamlined recertification process for work-abled families
- Maintain a stable rent burden for families for a year
- Encourage participants to maintain a stable work history
- Significantly reduce administrative time to allow HCV specialist to focus on other mandated deadlines
- Reduced time and cost for participants to gather the documentation for interim
- HAP savings from those who strategically increase income for purpose of higher rent unit then reduced income after leasing up

D. Provide the anticipated schedules for achieving the stated objective(s).

CHA proposes to implement this policy in March 2017. Participants will be provided a 60-day notice upon approval from HUD.

| E. Metric | F. Baseline | G. Benchmark | H. Final Projected |
|---|----------------------------------|---|---|
| CE#1: Agency Cost Savings | | | |
| Total cost of task in dollars (decrease) (income interim) (average staff time x hourly salary/ benefits) | \$19.92x296=\$5,898 | \$2,948 | To be reported on in the FY2017 Annual Report |
| CE#2: Staff Time Savings | | | |
| Total time to complete the task in staff hours (decrease) (income interim) (average staff time | 4 per hour1183 actions=296 hours | 148 | To be reported on in the FY2017 Annual Report |
| | | | |
| A. Metric | B. Baseline | C. Benchmark | D. Final Projected Outcome |
| CE#5: Increase in Rental Revenue in dollars | | | |
| Agency Rental | | Revenue | |
| HCV does not receive rents, therefore, since HUD is mandating this metric, CHA will report on the HAP decrease in the activity. | The average HAP is \$621 | The average HAP will be \$590 (a 5% decrease) | To be reported on in the FY2017 Annual Report |
| | | | |
| | | | |
| SS #1: Increase in Household Income | | | |
| Average earned income of households affected by the policy in dollars (increase) | \$16,394 | \$16,722 | To be reported on in the FY2017 Annual Report |

| SS #3: Increase in Positive Outcomes in Employment Status (CHA's HCV department does not track PT/FT, educational or training of our voucher holders) | | | |
|--|-------|-------|---|
| Employed | 1,854 | 1,900 | To be reported on in the FY2017 Annual Report |

| SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) | | | |
|---|---------------------------|----------------------|---|
| Number of households receiving TANF assistance (decrease) | 160 | 155 | To be reported on in the FY2017 Annual Report |
| SS #6: Reducing Per Unit Subsidy Costs for Participating Households | | | |
| Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease) | \$616 | \$603 | To be reported on in the FY2017 Annual Report |
| SS #8: Households Transitioned to Self Sufficiency | | | |
| Number of households transitioned to self-sufficiency (no subsidy) | To be set using 2017 data | Same as the baseline | To be reported on in the FY2017 Annual Report |

- I. Give the data source from which metric data will be compiled.

CHA will be able to collect data using our Yardi software for average HAP, number of interims, number of households with earned income, and average earned income

- J. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement that gives the PHA the flexibility to conduct the activity.

Attachment C. D. 1. c. The agency is authorized to define, adopt and implement a reexamination program that differs from current program requirements.

Attachment C. Section D. 2. a. The Agency is authorized to adopt and implement any reasonable policy to calculate the tenant portion of the rent that differs from current program requirements.

- K. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.

Authorization is needed to eliminate and/or reduce the frequency of interim recertification.

L. Additional Information for Rent Reform Activities

- Impact Analysis –
 - Description of activity – CHA proposes to make the effective date of decreased earned income interims 3 months after lease up or a recertification effective date due to incidents of intentional employment terminations after receiving tenant portions of rent.
 - Tracking and documenting the implementation of the activity – CHA will track the activity by comparing interims for decreased income with the number of households with earned income annually, as well as average TTP.
 - Identifying the intended and possible unintended impacts (including changes to the amount of rent residents pay) of the rent reform activity; and On July 1, 2016, for the 5,052 households leased up, the average TTP was \$259 and average HAP was \$621. The number of households with earned income was 1,807 and the average earned income was \$16,060. CHA extracted earned income households only and the average TTP was \$398 and average HAP was \$567. On October 1, 2016, there were 5,176 households and 1,992 of those had earned income. The average TTP was \$273 and average HAP was \$615 and the average earned income was \$16,469 with average TTP of \$412 and HAP of \$564 for these households. The impact upon the HAP would be positive (decrease) if CHA could incentivize families to continue employment and allow CHA to serve more households and increased percent of Fair Market Rents. During effective dates of August 1, September 1, October 1, and November 1, 2016 there were a total of 855 interims completed. There were 210 lease ups and The interim report does not identify whether they were increased or decreased or Household Composition changes, however, a decrease in the interims for income for earned income households is expected.
 - Measuring the impacts of the rent reform activity For the Annual Report, CHA will provide the household data for those with earned income at lease ups and 860 re-certifications and cross reference the household income 3 months later to see the impact on the HAP, TTP and total earned income households.
- Hardship Case Criteria – Hardship Cases will be referred to the CHA Hardship Committee and evaluated using the Hardship Policy established by the agency which is an appendix to this Plan.
- Description of Annual Reevaluation of Rent Reform Activity – CHA will review the hardship cases or informal reviews annually to determine if a modification to the activity is warranted.
- Transition Period – Participants will have an opportunity to provide feedback through the Public Hearing process. If approved, a mailing to each household describing the activity will serve as a 60-day notice. An article will be published in the participant newsletter following approval. Signage will be posted in the lobby, as well as the interview rooms. Information will also be published on requesting an exception.

2017-3 Exception Payment Standards

A. Describe each proposed MTW activity.

The CHA acknowledges that the climb out of poverty for families in Charlotte was recorded as last place in 50 of the United States largest cities (*according to the Harvard University and California-Berkeley study on upward mobility*). In an effort to assist families in deconcentrating poverty through upward mobility, CHA is in the planning stages of creating a Choice Mobility program. CHA will be working to place families in opportunity area neighborhoods.

Neighborhoods chosen will meet criteria such as, but not limited to, areas with low minority – low poverty, low crime rate, access to better services including schools, health facilities and job opportunities. The CHA is seeking the authority to increase payment standards in excess of 120 percent of the FMR but not in excess of the lower of comparable market rents or 150 percent of HUD's published FMR.

CHA will chose zip codes and census tracts utilizing research data from institutions including but not limited to North Carolina Universities, city data from Mecklenburg County and US Census Bureau to identify these areas. We will be utilizing third party software to obtain comparable market rents on selected areas.

Based on CHA's current portfolio, zip codes that currently have low-poverty and low de-concentration that have been identified include:

| | | | |
|-------|-------|-------|-------|
| 28031 | 28036 | 28105 | 28209 |
| 28226 | 28270 | 28277 | |

B. Describe how each proposed activity will achieve one or more of the three statutory objectives.

This activity will provide participants the opportunity to relocate from high poverty areas to opportunity and low poverty areas.

C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objectives(s).

CHA anticipates that the impact will increase housing options and expand opportunities for housing choice voucher participants.

D. Provide the anticipated schedules for achieving the stated objective(s).

CHA proposes to implement this activity in January 2017.

| E. Metric | F. Baseline | G. Benchmark | H. Final Projected Outcome |
|---|-------------|--------------|---|
| HC #5: Increase in Resident Mobility | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity | 0 | 5 | To be reported on in the FY2017 Annual Report |

- I. Give the data source form which metric data will be compiled.

Data will be compiled using CHA's software system tracking the number of participants that have moved into low poverty areas.

- J. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement.

Attachment C, D. 2. a. The Agency is authorized to adopt and implement any reasonable policy to establish payment standards, rents or subsidy levels for tenant-based assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. The Agency is authorized to adopt and implement any reasonable policies to calculate the tenant portion of the rent that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. This authorization waives certain provisions of Sections 8(o)(1), 8(o)(2), 8(o)(3), 8(o)(10) and 8(o)(13)(H)-(I) of the 1937 Act and 24 C.F.R. 982.508, 982.503 and 982.518, as necessary to implement the Agency's Annual MTW Plan.

- K. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.

CHA needs authorization in order to expand housing opportunities for the HCV participants into deconcentrated opportunity areas.

- L. Additional Information for Rent Reform Activities This

is not a rent reform activity

IV. APPROVED MTW ACTIVITIES: HUD Approval Previously Granted

Implemented Activities

The following programs are activities that CHA has implemented. Each activity contains a descriptive context of the program that is numbered underneath each activity. The purpose is to give general background information on the specific activity which is being referenced.

Homeownership Activity

CHA received approval to implement a Homeownership Program in the FY 2016 Annual Plan for qualifying Housing Choice Voucher participants and residents in Public Housing. Households may be eligible to participate if they meet HUD's definition of first-time homebuyers and have either earned income, Social Security (SS), or Supplemental Security income (SSI).

General requirements for program participation include, but are not limited to the following:

- Must be a Housing Choice Voucher program participant
- Participating households must demonstrate a minimum 24 months of stable employment history or stable receipt of acceptable fixed income for elderly/disabled
- Must possess a minimum annual income of \$14,500 for families reporting earned income
- A minimum annual income of \$8,750 for elderly or disabled designated households
- All households must attend a mandatory Open House and participate and successfully complete a CHA approved HUD- certified Homeownership Education and Counseling program. The program will provide workshops and individualized tailored counseling plans on budgeting, credit, the home buying process, roles and responsibilities of the lender and realtor. The Homebuyer Education Provider will assess participants for mortgage readiness through review of their tri-merge credit scores, debt ratio, employment history, reserves, and other financial concerns that directly impact the participant's ability to become mortgage ready. There is an 8-hour workshop provided to each participant once they become mortgage ready. This workshop is recognized by down payment assistance programs. However, the number of hours of counseling needed for each individual is directly correlated to their mortgage readiness status.

Upon closing, a household will continue to be counseled and monitored through the Client Services Department for a period not to exceed three years. Monitoring by Client Services shall serve as an additional foreclosure prevention measure through financial literacy training and yearly refresher training. The families will also receive Post Homeownership Education and Counseling follow-up services up to 12 months. Each family will construct a new budget reflective of their current status. Additionally, they will participate in workshops about repair and prevention, warranties, roles and responsibilities of the homeowner, community involvement and being a good neighbor.

Under CHA's Homeownership Program, a participant's income is supplemented by a monthly subsidy provided by CHA that is equal to a participant's calculated Housing Assistance Payment (HAP). A re-calculation will be done when the participant is determined mortgage ready by the Homebuyer Education Provider to determine the new HAP. This subsidy combined with a participant's income shall serve as the base for mortgage lender approval. HAP subsidies will be set and may not be adjusted by a household's loss of income. Accordingly, households which may experience an increase in income will not incur an adjustment in their HAP subsidy; therefore, incentivizing family's to increase their household incomes during the fifteen-year HAP assistance period.

CHA chooses to use the set HAP because our banking partners qualified participants based on the participant's income along with the CHA HAP amount. Therefore, since the family qualified based on that income, CHA will keep the HAP the same. HAP payments will be paid directly to approved lenders for a period of fifteen years (or 30 years for elderly and disabled) at which point a participant would assume the entire mortgage obligation.

Households are responsible for attaining their own financing from a CHA approved lender and will be assisted in identifying both lenders and best financing alternatives through Homeownership Counseling. All mortgages must escrow property taxes and insurance. Participants must also be able to provide a 3% down payment. However, down payment assistance programs, such as the City of Charlotte's House Charlotte Program can be used to meet this requirement. It should also be noted that CHA does not contribute any financial assistance for the homebuyer process other than the monthly Housing Assistance Payment.

The acquired home must serve as a household's sole residence and they are not allowed to rent their property during the HAP subsidy period. Subleasing of the property is a program violation which is cause for termination of HAP subsidy.

Homeowner participant households will not be required to participate in annual or interim reexaminations during the program's duration; however, a criminal background check will be conducted biennially on all household members 16 years of age and older and reporting changes as mandated by HUD for the Housing Choice Voucher Program are still in effect. CHA will conduct an initial HQS or UPCS inspection on the home during the contract due diligence period. In addition, the homebuyer will be responsible for contracting with a certified home inspector during the due diligence period.

Homebuyers are still bound to certain HUD mandated program rules and are subject to termination from the program and HAP subsidy for any program violations listed within the Statement of Family Obligations Appendix P form that will be part of the formal and binding agreement made between participant and the CHA at closing. In the event of termination from the program/HAP subsidy, a household will be immediately responsible for assuming the entire mortgage commitment.

Homeowner participant households can qualify for a hardship expense and HAP adjustment based on extraordinary maintenance expenses, not covered by any insurance or warranties. Please reference Appendix O and Appendix P for hardship request requirements and limitations.

This program is being carried out using MTW flexibilities, which are conditioned upon an agreement with HUD. If the CHA's MTW status expires, CHA's homeownership program would revert to HUD's traditional HCV Homeownership Program and operate within the statute of the HUD HCV Program.

Rent Reform and Work Requirement Revision of 2010-1

CHA received approval to implement Rent Reform and a Work Requirement in the FY2010 annual plan. The activity was implemented in FY2011. While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. Rent simplification applies to both CHA Public Housing, Housing Choice Voucher and RAD PBV. Per approval of the revision in the FY 2016 Annual Plan, the work requirement for families that port into Mecklenburg County applies when the work requirement is implemented for the HCV program.

The rent calculation is an income-based, stepped rent. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end annual adjusted income will be used to establish the income band. A ceiling rent was established at CHA Fair Market Rents (public housing only) by bedroom size and is reviewed/updated annually every fall.

In FY11, the Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Housing Choice Voucher participants on December 1, 2010. Participants are still granted interim rent reexaminations between annual reexaminations provided they have met the established criteria. If there is a decrease in the family's income or an increase in medical expense or childcare expense which is expected to last longer than thirty days (and will change their flat deduction eligibility), the participant may request that an interim reexamination be performed. Participants must still report changes in family size.

Income earned by seasonal employment will be annualized if the employee has maintained employment for more than 60 days. Employees of temporary agencies will be annualized after an initial 30 days of assignments.

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

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

Work Requirement

CHA introduced a work requirement where the Head of Household will be expected to work full-time in the final phase (however, the requirement can

be fulfilled by any adult in the household or a combination of the adults in the household). Full-time work is defined as employment for 30 hours or more per week.

The work requirement launched at our Moving Forward sites with supportive services during FY2015, where all non-working residents (except the elderly and persons with disabilities) underwent an assessment to determine the extent of any barriers to work. Participants who were prepared for work were urged to look for work. As we expand the program to additional properties and to the housing choice voucher program, participants who are not prepared will be connected to other work participation activities to help them prepare for work, including life skills education, volunteering, and short-term vocational training.

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

After the introductory phase, Households were expected to exhibit a good-faith effort to find work for a minimum of 20 hours a week and/or participate in other work participation activities.

At the beginning of the final phase of the work requirement, CHA will begin requiring the Household to work full-time (at least 30 hours /week). Participants who fail to comply with the terms of the Work requirement policy may be sanctioned. The sanctions will increase in magnitude the longer a participant is in non-compliance, and shall be applied in phases as follows:

Improvement Period: Participant will have a three (3) month warning period to cure non-compliance, if not cured within three (3) months, Probationary sanctions will be applied. Participants may be granted extensions to the implement period if in compliance with their established improvement plan.

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

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

Termination: Termination will begin and the Participant's incentive account,

if any, is forfeited due to non-compliance. For Housing Choice Voucher participants this means they will lose their voucher eligibility permanently, but may be able to remain unassisted in their current unit.

CHA tracks the following:

- Decrease in total cost of processing port-ins
- Decrease in total staff time to complete the processing or port- ins
- Decrease in number of errors during lease up

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|---|--|--|
| CE#1: Agency Cost Savings | | | |
| Total cost of rent reform in dollars | The cost of task prior to implementation of activity is \$67,960 (3,398 staff hours multiplied by \$20 per hour for FTE of specialist/property manager) | The expected cost of task \$38,160. | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Decrease total time to complete the task in staff hours | Total amount of staff time prior to implementation of the activity is 3,398 hours | Expected amount of total staff time dedicated 1,908 hours. | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease in average error rate in rent calculation task as a percentage. | The average error rate of task prior to implementation of the activity will be set in FY2015. | The expected average error rate of task after implementation of the activity will be determined after the baseline is set. | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#5: Increase in Agency Rental Revenues | | | |
| Increase in rental revenue in dollars | CHA had agency wide rental revenue of \$4,780,995.99 | A projects rental revenue of \$2,798,379 | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#1: Increase in Household Income | | | |
|--|---|--|--|
| Average earned income of households participating in the Rent Reform activity | Average earned income prior to implementation \$13,326 | Expected average earned income (2.5% increase) \$13,659 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| Increase in the number of head(s) of households employed full-time | Head(s) of households employed full time prior to implementation of rent reform activity was 64 | Expected head(s) of households employed full time 92 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#4: Households Removed from Temporary Assistance for Needy Families (TANF) | | | |
| Decrease in number of households receiving TANF assistance | Households receiving TANF prior to implementation of the activity is not available, but as of FY2014 it is 231. | Expected number of households receiving TANF 205. | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |
| Increase in number of households receiving services aimed to increase self-sufficiency. | Households receiving self-sufficiency services prior to implementation of the activity is 291 | Expected number of households receiving self-sufficiency services 295 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#6: Reducing Per Unit Subsidy Costs for Participating Households | | | |
| Decrease in average amount of Section 8 and Section 9 subsidy per household affected by this policy in dollars | Average subsidy per household affected by this policy prior to implementation of the activity is \$547 for HCV HAP and \$359 for PH | Expected average Subsidy per household affected by this policy is \$605 for HCV HAP and \$262 for PH | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#8: Households Transitioned to Self Sufficiency | | | |
|--|--|---|--|
| Increase in number of households transitioned to self-sufficiency ¹ | Households transitioned to self-sufficiency (positive move out with no subsidy assistance) prior to implementation of the activity is 0. | Expected households transitioned to self-sufficiency (positive move out with no subsidy assistance) is 6. | To be reported in the FY 2017 Moving Forward Annual Report |

* the average escrow balance includes households in the traditional FSS program and the Rent Reform Incentive accounts. The baseline for Section 9 subsidy includes properties that are now owned by Horizon

CHA has obtained a waiver and does not offer a flat rent under its MTW Rent Reform Initiative; instead a ceiling rent is used. For a full description of the Rent Reform Initiative see The Hardship Policy, Work Requirement, Rent Reform Overview and examples of alternative rent schedules included in the Appendices.

Implement a Single Platform for Inspections

CHA received approval to standardize the inspection protocol for all programs during the FY 2016 plan year. CHA may use the Uniform Physical Condition Standard (UPCS) as the model for inspection in lieu of Housing Quality Standards (HQS) and exclude the UPCS inspection criteria that impacts the building systems, site common areas, such as playgrounds, pools, laundry mats, and other amenities. In addition, CHA received approval to allow the agency's certified/trained UPCS inspectors or HCV certified designees as described in the HCV Administrative Plan to conduct inspection of the units that the agency and/or their subsidiaries has an ownership interest in.

Utilization of UPCS inspection criteria for CHA's tenant based voucher program has not been implemented.

Implementation is expected to begin either late 2016 or early 2017.

| Metric | Baselines | FY2017 Benchmark | Final Projected Outcome |
|--|--|--|---|
| CE#1: Agency Cost Savings | | | |
| Decrease total cost of re-inspection in dollars | \$73,208 cost for re-inspections in FY2015 | \$24,403 cost for re-inspections in FY2017 | To be reported in the FY2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Decrease total time to complete re-inspection in staff hours | 3,748 hours spent on re-inspections | 1249.50 hours on re-inspections in FY 2017 | To be reported in the FY2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Average percent of re-inspections of initial inspections | 55% | 40% | To be reported in the FY2017 Moving Forward Annual Report |

Controlled Program Moves

CHA received approval to control program moves in the Housing Choice Voucher tenant-based program during the FY 2016 plan year. The initiative was implemented during the first quarter of 2016.

- 1) CHA will approve elective move transfers only if the participant has lived in the current unit for a minimum of eighteen (18) consecutive months unless the situation involves a mandatory or permissible move.

Mandatory:

- Abatement
- Breach of contract by owner
- Transfer of ownership where new owner is not participating in the HCV program
- Notice of Pending Foreclosure
- Under Housed
- Natural disasters that make the unit uninhabitable
- Decrease in the payment standard

Permissible:

- Domestic Violence
- Reasonable Accommodations
- Health or safety of a family member (e.g. lead-based paint hazards, domestic violence, and witness protection programs), or to address an emergency situation over which a family has no control.
- Educational opportunities
- Employment opportunities

The CHA will also deny a participant permission to make an elective move if the family is currently in a repayment agreement until they are paid in full and will be denied if pending termination. This policy applies to moves within the PHA's jurisdiction or outside it under portability.

Third party documentation will be required for all requests inside of the 18-month period. Documentation examples include a job offer, school letter, police report, bank notices, or any documentation that verifies the legitimacy of the reason for the request to move inside of the 18-month period. Owner agreement to terminate may be applicable in some situations. This activity will apply to all tenant based voucher holders and port-ins.

CHA implemented the 18-month elective move/transfer in March 2016.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|----------------------|----------------------|---|
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of processing move requests | \$26,230 per Year | \$22,756 per Year | To be reported in the FY2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Decrease total staff time (in hours) to complete transfers | 1,398 hours per Year | 1,213 hours per Year | To be reported in the FY2017 Moving Forward Annual Report |

- 2) CHA does not anticipate any non-significant changes or modifications to the activity during the Plan year.
- 3) CHA does not anticipate any changes or modifications to the metrics, baselines or benchmarks during the Plan year.
- 5) CHA does not require a different authorization from Attachment C or D to implement the activity other than what was initially proposed

Modified Definition of Elderly

CHA received approval to modify the definition of elderly from 62 or older to 55 or older during the FY 2016 plan year. The initiative was implemented with RAD.

The definition of elderly families for eligibility in both the Public Housing and Project Based Voucher Programs has been modified from head or co-head or spouse age 62 or older to head or co-head or spouse age 55 or older. This activity enables CHA to expand housing choice for near elderly households.

| Metric | Baseline | FY 2017 Benchmark | Final Projected Outcome |
|---|----------|-------------------|---|
| HC#1: Additional Units of Housing Made Available | | | |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity | 95 | 95 | To be reported on in the FY2017 Annual Report |
| HC#3: Decrease in Wait List Time | | | |
| Average applicant time on wait list in months | 11 years | 11 years | To be reported on in the FY2017 Annual Report |
| HC#4: Displacement Prevention | | | |
| Number of near elderly households at or below 80% AMI that would lose assistance or need to move. | 338 | 0 | To be reported on in the FY2017 Annual Report |
| HC#5: Increase in Resident Mobility | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity | 77 | 77 | To be reported on in the FY2017 Annual Report |

2015-1 Streamline Project-Based Vouchers (PBV) and Public Housing Regulations (ONLY APPLICABLE TO DEVELOPMENTS WITH PBV, PH and RAD-PBV AT THE SAME DEVELOPMENT)

CHA received approval June 24, 2014 in the FY2015 Annual Plan (April 1, 2014 – March 31, 2015) to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. The agency implemented the activity in FY2015 after approval was received.

CHA has modified its Project-Based voucher (PBV) and Public Housing policies to blend the programs and simplify administration when units reside in the same development/building. The activity was proposed due to property managers and residents finding the programs complex to administer within the same property. The management continues to keep separate waiting lists, however they are permitted to use the same tenant selection plan, grievance policy, Uniform Physical Condition Standards (UPCS- which is typically associated with public housing program) or Housing Quality Standards (HQS – which is typically associated with Housing Choice Voucher program) inspections, and termination procedures for both programs.

UPCS does not require initial inspections as HQS inspections do. However, based on CHA's MTW Agreement, the PBV units maintain initial inspections (which with HCV approval can utilize certified on-site maintenance supervisors to perform the move-in inspection utilizing UPCS protocol; UPCS worksheets or software will be utilized. A standardized system of inspections such as UPCS ensures decent, safe and sanitary housing and minimizes the risk of substandard housing. Additionally, simplifying inspections to single inspections decreases errors in inspections which have to comply with multiple inspection standards. The PBV, RAD-

PBV and PH units are both monitored for quality control by regular Asset Manager visits, annual and biennial UPCS inspections, or HQS inspections

The management of each development creates policies for eligibility, grievance, inspection, and terminations which would be approved by CHA's Administrative staff. CHA will charge a fee if the third party management uses CHA's grievance panel. Third party management firms may also be responsible for costs associated with additional property inspections.

As part of its "Streamline Project-Based Vouchers and Public Housing Regulations" initiative, CHA will review the feasibility of converting existing public housing sites to project-based vouchers or contracts under the Rental Assistance Demonstration (RAD) program, subject to a determination that RAD conversion would: a) support the revitalization and long-term preservation of selected RAD sites; b) be financially feasible; and, c) provide adequate protections for current and future tenants. CHA may utilize MTW flexibility and MTW Block Grant funds in its RAD transactions subject to HUD approval. To the extent approvable by HUD on an individual transaction basis, CHA may utilize and combine other MTW funds to support the financial feasibility of RAD transactions including construction and ongoing operating costs. CHA may consider RAD conversion for its public housing portfolio based on an analysis of capital needs and financial feasibility. Once converted references are made to PH units in this document will be changed to RAD-PBV.

CHA submitted 48 financing plans on June 30, 2016.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|---|--|---|--|
| CE#1 Agency Cost Savings | | | |
| Decrease in total cost of Initial Third Party HQS Inspection in dollars | The current cost of HQS third party inspections is \$55 | \$0 | To be reported in the FY 2017 Moving Forward Annual Report |
| Decrease in total cost of Annual Third Party HQS Inspection in dollars | The current cost of Annual HQS inspection is \$55 per unit | \$0 | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2 Staff Time Savings | | | |
| Decrease total time to complete the Inspections in staff hours. | Total amount of Staff time Dedicated to Inspections prior to implementation of the activity is 272 hours | Activity is not expected to decrease because all units will continue to receive an annual inspection. | To be reported in the FY 2017 Moving Forward Annual Report |

| | | | |
|--|---|---|--|
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease in the average percent error rate in completing HQS inspections at mixed developments. | Average percent failed HQS inspections prior to implementation is 4% | Expected average percent failed HQS inspections after implementation is 0%. | To be reported in the FY 2017 Moving Forward Annual Report |
| Decrease in the average percent error rate in completing annual UPCS inspections at mixed developments | There is a 14.99% error rate prior to implementation of this activity | CHA anticipates no change in the error rate. | To be reported in the FY 2017 Moving Forward Annual Report |

2009 – 3 Community Based Rental Assistance

CHA operates Traditional Project-Based voucher, Supportive Housing Project- Based and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). At the start of this initiative, the City of Charlotte produced a Quality of Life study which classified neighborhoods as “stable”, “challenged” or “threatened”. The City has discontinued use of those terms recognizing the potential negative impact of labeling neighborhoods. CHA now looks at the percent of households below the poverty level.

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

The CHA will delegate to the Owner Entities’ professional management companies the full responsibility of administering all aspects of the CBRA program. This includes: waiting list selection and administration, eligibility, admissions, and functions related to continued occupancy to included but not limited to regularly scheduled recertification, interim recertification and transfer moves, at the property level based on the community’s approved tenant selection plan and the CHA’s Administrative Plan. The Owner Entities’ property management is also authorized to administer grievance processes/ informal hearing process provided that no-cause evictions are not permitted and all policies and practices comply with fair housing and other related requirements.

Traditional Activity

In FY2009, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in FY2009. CHA adopted a CBRA process (See Appendix L) to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte. CHA revised the current Community Based Rental Assistance Policy to further increase efforts for deconcentrating poverty and expanding housing and economic opportunities.

Supportive Housing Project-Based Activity

- 1) In FY2009, CHA was approved to implement *Housing for Persons with Disabilities, Special Needs and Homeless*. The activity was implemented in FY2009. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the income-based housing opportunities in the Charlotte community.
- 2) The activity has impacted Charlotte's supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte's continuum of care. Without CHA's fund leveraging or resource commitment, projects may be delayed or not occur. In FY2015 CHA provided 35 PBV units for Moore Place and 15 for Supportive Housing Communities.

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

Local Rental Subsidy Activity

- 1) The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented in FY2011. CHA provides a housing subsidy of up to \$500 per month to homeless families receiving intensive supportive services.
- 2) Two collaborations are participating in the Local Rental Subsidy Program:
 - a. Charlotte Family Housing(CHF) receives subsidies for 10 to 15 families that need employment and 35 to 40 for working households. Working households are expected to complete the self-sufficiency

program within three years with a one-year extension and non- working families are given a four-year program requirement with a one-year extension.

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

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

- b. A Stable Home: CHA is collaborating with A Childs Place, Charlotte-Mecklenburg School System, Mecklenburg County, and CHA to provide stability for homeless school children and their families.

CHA will continue monitoring Charlotte Family Housing's utilizations of all 50 allocated vouchers and make adjustments accordingly.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|---|--|--|
| Traditional PBV | | | |
| CE#1: Agency Cost Savings | | | |
| Decrease of total cost of supportive services in dollars. | Cost of supportive services prior to implementation | Expected cost of supportive services \$2,300. | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Decrease total time to complete the task (process PBV payments) in staff hours | Total amount of staff time dedicated to the task (process PBV payments) prior to implementation of the activity is 0 | Expected amount of total staff time dedicated to the task (process PBV payments) is 9 hours monthly | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease average error rate in completing a task (HAP calculation) as a percentage. | Average error rate of task prior to implementation of the activity is TBD during FY2015 | Expected average error rate of task TBD | To be reported in the FY 2017 Moving Forward Annual Report |
| Supportive Housing Project-Based Activity | | | |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount of leverage prior to implementation of the activity is \$0. | Expected amount leveraged is \$2,300 per family for supportive services | To be reported in the FY 2017 Moving Forward Annual Report |
| HC#5: Increase in Resident Mobility | | | |
| Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI as a result of the activity (increase) | Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI prior to the activity 114 | Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI is expected to be 50 | To be reported in the FY 2017 Moving Forward Annual Report |

| Local Rental Subsidy Activity | | | |
|---|--|---|--|
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of average HAP in dollars | Cost of task prior to implementation of the activity TBD | Expected cost of task after implementation of the activity TBD | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Decrease in total time to complete the task (process HAP) in staff hours | Total amount of staff time (process HAP) dedicated to the task prior to implementation of the activity is 0. | Expected amount of total staff time (process HAP) dedicated to the task is 3 hours monthly. | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease average error rate in completing a task (HAP calculation) as a percentage. | Average error rate of task prior to implementation of the activity is TBD during FY2015 | Expected average error rate of task TBD | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount leveraged prior to implementation of the activity (supportive services) is \$0. | Expected amount leveraged for supportive services is \$5,000 per family. | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#1: Increase in Household Income | | | |
| Increase in average earned income of households affected by this policy in dollars. | Average earned income of households affected by this policy prior to implementation of the activity is \$12,322 (FY14) | Expected average earned income of households affected by this policy is \$12,630 (2.5%) | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| Employed Full Time | Head of households employed full time prior to implementation is | Expected head of households employed full time is 25. | To be reported in the FY 2017 Moving Forward Annual Report |

| Local Rental Subsidy Activity Cont. | | | |
|--|---|---|--|
| SS#4: Households Removed from Temporary Assistance for Needy Families (TANF) | | | |
| Decrease in number of households receiving TANF assistance. | Households receiving TANF prior to implementation of the activity is 0. | Expected number of households receiving TANF is 0. | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |
| Increase in number of households receiving services aimed to increase self-sufficiency. | Households receiving self-sufficiency services prior to implementation of the activity is 0. | Expected number of households receiving self sufficiency services is 50. | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#6: Reducing Per Unit Subsidy Costs for Participating Households | | | |
| Decrease in total cost of task (cost of HAP) in dollars | Cost of task prior to implementation of the activity \$0 | Expected cost of task (average HAP) \$485. | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#8: Households Transitioned to Self Sufficiency | | | |
| Increase in number of households transitioned to self sufficiency ² | Households transitioned to self sufficiency (no subsidy) prior to implementation is 0. | Expected households transitioned to self sufficiency (no subsidy) is 0. | To be reported in the FY 2017 Moving Forward Annual Report |
| HC#5: Increase in Resident Mobility | | | |
| Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation is 0. | Expected households able to move to a better unit and/or neighborhood of opportunity is 50. | To be reported in the FY 2017 Moving Forward Annual Report |

² Positive Move Outs With No Subsidy

2009 – 5 Moving Forward Supportive Services

The Moving Forward Supportive Services was approved in the FY2009 Annual Plan. Implementation began in FY2009. The activity promotes work and self-sufficiency.

Moving Forward Supportive Services are provided to three pilot groups. The Client Services Department formerly used Dillehay Courts and Southside Homes as comparison groups. As of FY2015 these two sites are no longer used because CHA's Center for Employment Services (CES) began providing light employment and job training services at both Dillehay Courts and Southside Homes. Although voluntary and small in numbers at this time, it skews the data as comparison sites. Additionally, participation in biennial reexaminations results in updates or changes in income not being processed in Yardi (software system) until the reexamination, whereas in our supportive service programs CHA receives monthly updates and changes in income via end of month reporting from case managers.

Moving Forward Supportive Services-FSS Program:

The Charlotte Housing Authority is the agency offering the Moving Forward Supportive Services (MFSS) Program, which operates in our conventional sites located at Claremont, Victoria Square (Group 1) as well as in the Housing Choice Voucher (HCV) program. This program is the combination of the traditional family self-sufficiency (FSS) program and the newer MTW Moving Forward Self-Sufficiency program. In 2010, FSS contracts were no longer offered and those who were under a traditional FSS 5-year contract had the option to remain under their FSS contract or roll under the new Moving Forward Supportive Services program. Under this program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward Supportive Services program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years.

Moving Forward Supportive Services Program:

Beginning April 1, 2013, CHA began providing self-sufficiency programming to three conventional public housing sites: (Cedar Knoll, Leafcrest, and Tarlton Hills- Group 2) that were previously being served by an outside case management agency. As of FY2015, Grace Mar provides self-sufficiency programming to our relocated Boulevard Homes families (Group 2). As of June 2016, the supportive services portion of the Boulevard Homes HOPE VI Revitalization grant for the original residents who did not return to the revitalized site has ended.

Like the Moving Forward Group 1 program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and be willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years. Many of the active participants in this program have a lot of barriers to self-sufficiency.

Metrics are determined on an annual basis due to program attrition.

| CHA (Claremont, Victoria Square) | | | |
|---|---|--|--|
| Metric | Baseline (April 2014) | FY2017 Benchmark | Outcome |
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of average supportive services in dollars. | Total cost prior to implementation is \$2,300 per household | Expected cost of task is \$1,300 per household | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Total time to complete the task (case management) in staff hours | Total amount of staff time dedicated to the task prior to implementation is 100 | Expected amount of total staff time dedicated to the task is 120 hours monthly | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage. | Average error rate of task (unemployed, inactive head of household) prior to implementation is 0% | Expected error rate of task (unemployed, inactive head of household) 0% | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount leveraged prior to implementation is \$0 | Expected amount leveraged is \$10,000 | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#1: Increase in Household Income | | | |
|---|--|--|--|
| Increase in average earned income (1% increase) of households affected by this policy in dollars. | Averaged earned income of households affected by this policy prior to implementation of the activity is \$13,779 | Expected average earned income of households affected by this policy after implementation of this activity is \$13,936 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#2: Increase in Household Savings | | | |
| Increase average amount of savings/escrow of households affected by this policy in dollars. | Average savings/escrow amount of households affected by this policy prior to implementation | Expected average savings/escrow amount of households affected by this policy is \$1,532 (1%) | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| # Employed FT (32+) | 23 | ≥23 | To be reported in the FY 2017 Moving Forward Annual Report |
| # Employed PT (1-31) | 54 | >54 | To be reported in the FY 2017 Moving Forward Annual Report |
| Enrolled in an Educational Program | 2 | 2 | To be reported in the FY 2017 Moving Forward Annual Report |
| Enrolled in Job Training Program | 2 | 2 | To be reported in the FY 2017 Moving Forward Annual Report |
| Unemployed | ≤23 | ≤23 | To be reported in the FY 2017 Moving Forward Annual Report |
| Other (workshop) | ≤23 | ≤23 | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#4: Households Removed from TANF | | | |
|---|---|---|--|
| Decrease in number of households receiving TANF assistance | Households receiving TANF prior to implementation of the activity is 3 | Households receiving TANF 3 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |
| Increase in number of households receiving services aimed to increase self-sufficiency. | Households receiving self-sufficiency services prior to implementation is 78 | Expected number of households receiving self-sufficiency services is 78 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#6: Reducing per Unit Subsidy Costs for Participating Households | | | |
| Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars. | Average subsidy per household affected by this policy prior to implementation of this activity is \$391 | Average subsidy per household affected by this policy \$282 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#7: Increase in Agency Rental Revenue | | | |
| Increase in rental revenue in dollars | CHA had rental revenue of \$172,512 | CHA projects rental revenue at the two properties to total | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#8: Households Transitioned to Self Sufficiency | | | |
| Increase in number of households transitioned to self-sufficiency. | Increase in number of households transitioned to self-sufficiency prior to implementation is 2 | Increase in number of households transitioned to self-sufficiency 2 | To be reported in the FY 2017 Moving Forward Annual Report |

| Grace-Mar/Symmetry (Boulevard Homes Originals) | | | |
|--|---|--|--|
| Metric | Baseline (April 2014) | FY2016 Benchmark | Projected Final Outcome |
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of task (average supportive services) in dollars. | Cost of task (average supportive services) prior to implementation is \$2,300 per household | Expected cost of task is \$1,300 per household | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Total time to complete the task (case management) in staff hours | Total amount of staff time dedicated to the task prior to implementation is 100 | Expected amount of total staff time dedicated to the task is 179 hours monthly | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage | Average error rate of task prior to implementation of the activity is $\leq 11\%$ | Expected average error rate of task is $\leq 11\%$ | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount leveraged prior to implementation of the activity is \$0 | Expected amount leveraged is \$10,000 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#1: Increase in Household Income | | | |
| Increase in average earned income (0.5% increase) of households affected by this policy in dollars. | Average earned income of households affected by this policy prior to implementation of the activity is \$13,078 | Expected average earned income of households affected by this policy is \$13,143 | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#2: Increase in Household Savings | | | |
|---|--|---|--|
| Increase average amount of savings/escrow of households affected by this policy in dollars. | Average savings/escrow amount of households affected by this policy prior to implementation is \$1,118 | Expected average savings/escrow amount of households affected by this policy is \$1,123 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| # Employed FT (32+) | 22 | ≥35 | To be reported in the FY 2017 Moving Forward Annual Report |
| # Employed PT (1-31) | 37 | >47 | To be reported in the FY 2017 Moving Forward Annual Report |
| Enrolled in an educational program | 3 | 5 | To be reported in the FY 2017 Moving Forward Annual Report |
| Enrolled in job training Program | 3 | 5 | To be reported in the FY 2017 Moving Forward Annual Report |
| Unemployed | 53 | <96 | To be reported in the FY 2017 Moving Forward Annual Report |
| Other (workshop) | 11 | 31 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#4: Households Removed from TANF | | | |
| Decrease in number of households receiving TANF assistance. | Households receiving TANF prior to implementation of the activity is 0. | Expected number of households receiving TANF is 4. | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |
|---|--|---|---|
| Increase number of households receiving services aimed to increase self-sufficiency | Households receiving self-sufficiency services prior to implementation of the activity is 111 | Households expected to receive self-sufficiency services is <101. <u>Note:</u> New baseline number on caseload as a result of exits. This caseload will not grow which means the benchmarks may not be met as set. | To be reported in the FY 2017 Moving Forward Annual Report. |
| SS#6: Reducing Per Unit Subsidy Costs for Participating Households | | | |
| Decrease average amount of Section 8 or 9 subsidy per household affected by this policy in dollars. | CHA is unable to measure average Section 8 or 9 for this group. The households are part of a HOPE VI revitalization which resulted in some being placed in public housing communities, recipients of a housing choice voucher and some have relocated back to the revitalized community (Renaissance). | | To be reported in the FY 2017 Moving Forward Annual Report. ported in 17 Forward |
| SS#7: Increase in Agency Rental Revenue | | | |
| Increase in rental revenue in dollars | Families in this group are part of the HOPE VI Revitalization and are spread across public housing, HCV and returned to the original site. There is no way to determine this information for this group. | | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#8: Households Transitioned to Self Sufficiency | | | |
| Increase number of households transitioned to self sufficiency ³ | Households transitioned to self-sufficiency (no subsidy) is 0 | Expected households transitioned to self-sufficiency is 1. | To be reported in the FY 2017 _{rt} Moving Forward Annual Report |

³ Positive Move Outs with No Subsidy

| CHA (Cedar Knoll, Leafcrest, Tarlton Hills) | | | |
|--|---|--|--|
| Metric | Baseline (April 2014) | FY2016 Benchmark | Projected Final Outcome |
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of task (average supportive services) in dollars. | Prior to implementation of the activity is \$2,600 per household | Expected cost of task is \$1,300 per household | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#2: Staff Time Savings | | | |
| Total time to complete the task (case management) in staff hours | Total amount of staff time prior to implementation is 120. | Expected amount of total staff time is 170 hours monthly | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage | Average error rate of task prior to implementation is 47% | Expected average error rate of task is 42% | To be reported in the FY 2017 Moving Forward Annual Report |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount leveraged prior to implementation is \$0 | Expected amount leveraged is \$10,000. | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#1: Increase in Household Income | | | |
| Increase in average earned income (0.5% increase) of households affected by this policy in dollars | Average earned income of households affected by this policy prior to implementation is \$19,249 | Expected average earned income of households affected by this policy is \$19,345 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#2: Increase in Household Savings | | | |
| Increase average amount of savings/escrow of households affected by this policy in dollars | Average savings/escrow amount of households prior to implementation is \$548 | Expected average savings/escrow amount of households affected by this policy is \$16,397 | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#3: Increase in Positive Outcomes in Employment Status | | | |
|---|---|---|--|
| # Employed FT (32+) | 22 | <u>>22</u> | To be reported in the FY 2017 Moving Forward Annual Report |
| # Employed PT (1-31) | 37 | <u>>23</u> | To be reported in the FY 2017 Moving Forward Annual Report |
| Enrolled in an Educational Program | 11 | 5 | To be reported in the FY 2017 Moving Forward Annual Report |
| Enrolled in Job Training Program | 11 | 5 | To be reported in the FY 2017 Moving Forward Annual Report |
| Unemployed | 56 | ≤ 83 | To be reported in the FY 2017 Moving Forward Annual Report |
| Other (workshop) | 2 | ≥ 31 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#4: Households Removed from TANF | | | |
| Decrease in number of households receiving TANF assistance | Households receiving TANF prior to implementation is 7 | Expected households receiving TANF is 7 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |
| Increase number of households receiving services aimed to increase self sufficiency | Households receiving self sufficiency services prior to implementation is 106 | Expected number of households receiving self sufficiency services is <u>≤ 110</u> | To be reported in the FY 2017 Moving Forward Annual Report |

| SS#6: Reducing per Unit Subsidy Costs for Participating Households | | | |
|--|--|--|--|
| Decrease average amount of Section 9 subsidy per household affected by this policy in dollars. | Average subsidy per household affected by this policy prior to implementation is \$397 | Expected average subsidy per household affected by this policy \$304 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#7: Increase in Agency Rental Revenue | | | |
| Increase in rental revenue in dollars | CHA had rental revenue of \$319,241 at these sites | CHA projects rental revenue at these three sites to be \$331,092 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#8: Households Transitioned to Self Sufficiency | | | |
| Increase number of households transitioned to self sufficiency ⁴ | Households transitioned to self-sufficiency (no subsidy) prior to implementation is 3 | Expected households transitioned to self-sufficiency (no subsidy) is 3 | To be reported in the FY 2017 Moving Forward Annual Report |

NOTES:

1. All metrics are taken from the FY16 program metrics

- 1) CHA does not anticipate any non-significant changes or modifications to the activity during the Plan year.
- 2) CHA modified the baselines and benchmarks to reflect the population being served at the development. The resident demographics may transition year to year as households move in or out of the development. The level of services may vary due to that transition.
- 3) CHA does not require a different authorization from Attachment C or D for implementation other than when the activity was initially proposed.

2009– 8 Land Acquisition for Future Use

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

MTW flexibility allows CHA to acquire sites without prior HUD approval, providing that the agency certifies that HUD site selection requirements have been met. This allows CHA to be proactive and competitive in the market when land becomes available. With CHA's plan to increase the number of affordable housing opportunities, acquiring land is an option to be considered. Currently, CHA has met with City and County officials who own parcels of land contiguous to the Charlottetown Terrace site. Discussions have centered around a land swap as the County is undergoing land assemblage to increase the existing park and other improvements to the surrounding area. The land to be acquired will allow future possibilities of affordable housing. The CHA continues to monitor the market for land opportunities to advance our development program that provides opportunities for housing choice.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|---|---------------------------------------|---|
| HC#1: Additional Units of Housing Made Available | | | |
| Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity. | There were 0 housing units of this type prior to implementation of this activity. | There are 0 units planned for FY2017. | To be reported in the FY2017 Moving Forward Annual Report |

2008- 2 Participant and Landlord Tracking Program

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

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

The results of the mapping indicated that 75% (3,206 of 4,268) of Housing Choice Voucher holders reside in 8 concentrated zip codes within the City of Charlotte (28205, 28208, 28212, 28213, 28215, 28216, 28217, and 28269). CHA began including information on the benefits of residing in low poverty areas in the voucher briefings. CHA would like to note that this is not a designed mobility initiative where additional or special services are being provided. CHA provides the same briefing material to all new voucher holders and port- ins which includes information on neighborhoods of opportunity. Existing voucher holders are provided the same type of information (mindful of violating fair housing by steering) when inquiries are made.

It is noted that the percent change can be impacted by the utilization rate and number of vouchers available; therefore, the actual number of vouchers in the concentrated area is critical to realizing movement for de-concentration purposes.

CHA has worked on reducing this percentage by actively visiting apartment complex management companies, speaking with landlords who own or manage properties outside of the concentrated areas and also by encouraging participants to consider the entire county when they are looking for a home. CHA has also incorporated a listing of amenities in non-concentrated zip codes in the initial briefing package. Additionally, CHA has formed a Landlord Advisory Group to assist in recruiting properties for Housing Choice Voucher leases and is in the process of forming a Neighborhood Advisory Group to solicit suggestions and feedback on how to improve the perception of the Housing Choice Voucher program.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|---|---|--|
| HC#5: Increase in Resident Mobility | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase) | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 1,062 neighborhoods of opportunity | Expected households able to move to a better unit and/or neighborhoods of opportunity 1,280 | To be reported in the FY 2017 Moving Forward Annual Report |

2008– 2 Adopt Investment Policies Consistent with State Law

HUD approved the Adoption of Investment Policies that are Consistent with State Law to achieve a portfolio which is safer, more liquid and obtains competitive yield in FY2009. CHA follows 2 CFR part 200 and any associated rules and guidance with regard to cash management. The agency implemented this initiative in FY2009.

This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rates during the baseline period averaged 4.41% per month. The current average interest rate is .12% due to the economy. In past years, CHA experienced a higher interest rate under the new portfolio strategy since implementation began in 2009, resulting in a higher net portfolio return which achieves greater cost effectiveness in Federal expenditures.

| Metric | Baseline | FY2017 Benchmark | Projected Final Outcome |
|---|--|--|--|
| CE#4: Increase in Resources Leveraged | | | |
| Increase amount of funds leveraged in dollars | The amount of funds leveraged prior to the start of this activity was \$0. | The expected amount of funds leveraged after implementation of this activity is \$30,000 | To be reported in the FY 2017 Moving Forward Annual Report |

2008– 7 Increase Acquisition and Rehabilitation of Existing Multi-Family Properties

CHA received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties; in the 2008 – 2009 MTW Annual Plan. Implementation began in FY2009. In FY12, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.

CHA is anticipating the purchase of expiring tax credit and market rate units.

CHA is actively seeking existing multi-family properties to facilitate our multi-phased RAD portfolio award. CHA desires to acquire approximately 402 units to replace 134 units at Dillehay Court. CHA's goal includes mixed income and to achieve this goal multiple properties are required to deconcentrate poverty). CHA seeks to eliminate 100% family very low income properties from its portfolio.

CHA has found acquisition to be more cost effective and, at times, it has allowed the agency to add more units to the inventory in a shorter period of time than new construction. Unfortunately, construction costs have increased from \$120,000 per unit to \$180,000 or

more per unit depending on construction type. Another challenge is the slow recovery of the single family market which continues to impact the availability of multi-family properties wherein the demand outstrips the supply creating higher than average demand limiting the opportunities for acquisitions in the Charlotte Market, however, we continue to look for opportunities. Individuals who reside within the acquired properties will be processed as necessary in accordance with the Uniform Relocation Act.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|---|--|---|
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of unit acquisition | Cost of acquiring new units prior to implementation was \$120,000 per unit | Expected cost of acquiring existing units is \$180,000 per unit | To be reported in the FY2017 Moving Forward Annual Report |
| HC#1: Additional Units of Housing Made Available | | | |
| Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity. | There were 0 housing units of this type prior to implementation of this activity. | Expected number of housing units of this type is 402 | To be reported in the FY2017 Moving Forward Annual Report |
| HC#4: Displacement Prevention | | | |
| Decrease in number of households at or below 80% AMI that would lose assistance or need to move. | Households losing assistance/moving prior to implementation of the activity was 0 | Expected households losing assistance/moving after implementation of the activity is 0 for FY2017 | To be reported in the FY2017 Moving Forward Annual Report |
| HC#5: Increase in Resident Mobility | | | |
| Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation was 0 | Expected households able to move to a better unit and/or neighborhood of opportunity is 0 for FY2017 | To be reported in the FY2017 Moving Forward Annual Report |

Local Non-Traditional Initiatives**2011 – 2 Convert Units to Public Housing**

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

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

There are 60 ACC units operating as part of the community partnership to serve homeless families (intensive home-based case management and evidence-based programs and services that address severe emotional, social, developmental, educational, and employment challenges that homeless families may face entering permanent housing are provided); 40 of the units are restricted to families making 40% area median income and the remaining 113 units are restricted to families making 80% area median income.

| Metric | Baseline | FY2017 Benchmark | Final Projected Outcome |
|--|--|---|--|
| CE#4: Increase in Resources Leveraged | | | |
| Increase of funds leveraged in dollars | Amount leveraged prior to is \$0 | Expected amount leveraged is \$160,000 annually | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#1: Increase in Household Income | | | |
| Increase in average earned income of households affected by this policy in dollars. | Average earned income of households affected by this policy prior to implementation is \$5,331 (28 families) | Expected average earned income of households affected by this policy is \$3,629 (57 families) | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#4: Increase in Positive Outcomes in Employment Status | | | |
| Employed Full-Time | Head of households employed full-time prior to implementation of the activity is 15 | Expected head of households employed full-time is 19 | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#4: Households Removed from TANF | | | |
| Decrease number of households receiving TANF assistance | Households receiving TANF prior to implementation of the activity is 12 | Expected number of households receiving TANF is 24 | To be reported in the FY2017 Moving Forward Annual Report |
| SS#5: Households assisted by Services that Increase Self Sufficiency | | | |
| Increase in the number of households receiving services aimed to increase self sufficiency | There were 0 housing units of this type prior to implementation. | CHA expects 60 households to be receiving self-sufficiency services | To be reported in the FY 2017 Moving Forward Annual Report |
| SS#6: Reducing Per Unit Subsidy Costs for Participant Households | | | |
| Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars | Average subsidy per household affected by this policy prior to implementation of the activity is \$0 | Expected average subsidy per household affected by this is \$224 | To be reported in the FY2017 Moving Forward Annual Report |

| SS#7: Increase in Agency Rental Revenue | | | |
|--|---|--|---|
| Increase in rental revenue in dollars | CHA had rental revenue of \$0 | CHA anticipates rental revenue for this property to be \$161,558 | To be reported in the FY2016 Moving Forward Annual Report |
| SS#8: Households Transitioned to Self Sufficiency | | | |
| Increase in the number of households transitioned to self-sufficiency ⁵ | There were 0 households transitioned to self-sufficiency prior to this activity. | CHA anticipates 2 households to transition to housing with no subsidy. | To be reported in the FY2016 Moving Forward Annual Report |
| HC#5: Increase in Resident Mobility | | | |
| Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0. | Expected households able to move to a better unit and/or neighborhood of opportunity is 60 | To be reported in the FY2016 Moving Forward Annual Report |

2011 – 3 New Construction of Affordable Units

The activity was approved in March 2010 as Construction of The Vistas at 707 (formerly Lofts at Seigle Point) as a first amendment to the FY2011 plan. The activity was implemented in FY2011. The activity was renamed New Construction of Affordable Units to serve a broader scope with an amendment approval in FY2012. CHA proposes to develop properties into mixed-income communities. The projects will include units intended for a wide range of income levels, from market rate to units that are affordable to those earning less than 30% area median income (AMI). Adding these units will increase

⁵ Positive Move Outs with No Subsidy

housing choices for those needing affordable housing. The selected environment will be an ideal situation for residents to excel in CHA's Moving Forward program.

- 1) There are currently other projects under this activity:
 - Tall Oaks – CHA has received an award of tax credits on the Tall Oaks property and is actively pursuing a RAD conversion. The construction of units will be completed by the end of 2017.
 - Approximately eighty-five (85) units will be constructed on an existing parcel utilizing 501(c) 3 Bonds
 - Approximately 100 units will be constructed on newly acquired land utilizing 501(c) 3 Bonds, or other financing.
 - Approximately 150 units to be constructed at 6th & Myers utilizing 221(d)(4) financing.
 - Brooklyn Village – includes 38 PBV to ensure affordability is included in the redevelopment of the historic Brooklyn Village. The new community will replace a historic African American community that was once a thriving residential and retail area.
 - Charlotte-Mecklenburg Schools has begun construction on a prek-8 grade school at the Renaissance site. The school is projected to open in time for the 2017 – 2018 school term.
 - As we continue moving forward with development efforts, CHA may be consider for redevelopment or demolition/disposition for Tarlton Hills.
 - In 2017, CHA/HDP will continue redevelopment efforts at the Strawn site.

| Metric | Baseline | FY2017 Benchmark | Projected Final Outcome |
|---|---|--|--|
| HC#1: Additional Units of Housing Made Available | | | |
| Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity. | There were 0 housing units of this type prior to implementation of this activity. | Expected housing units of this type is 373 | To be reported in the FY 2017 Moving Forward Annual Report |
| HC#5: Increase in Resident Mobility | | | |
| Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0. | Expected households able to move to a better unit and/or neighborhood of opportunity is 0. | To be reported in the FY 2017 Moving Forward Annual Report |

Not Yet Implemented Activities

N/A

Activities On Hold

Acquisition of General Partnership Interest

Acquire the General Partnership interest in the Little Rock Apartments

This activity was approved in March 2010, but was made as a first amendment to the FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), acquired the general partnership interest in Little Rock Apartments, a 240-unit Section 8 multi-family project adjacent to the Boulevard Homes site (now known as The Renaissance).

Due to budget restraints, CHA's endeavor to provide services and opportunities to Little Rock's residents such as self-sufficiency and employment services is delayed.

Once a plan for services has been approved, appropriate baselines, benchmarks, and measures will be developed and implemented.

Closed Out Activities

Triennial Reexamination

CHA received approval in FY 2016 conduct triennial reexaminations for households designated as elderly and disabled families.

CHA plans to implement triennials in FY 2017; however, this activity is being closed out because MTW flexibility is no longer needed for this activity.

This activity is closed out effective FY 2016.

Biennial Inspection of Housing Choice Voucher Units

CHA received approval June 24, 2014 to conduct biennial inspections. The agency began implementing in February 2015.

CHA continues to conduct biennials inspections; however, this activity is being closed out because MTW flexibility is no longer needed for this activity. All public housing authorities can conduct biennial inspections

This activity is out effective FY 2016.

Public Housing No Assistance Termination Policy

(MIXED-INCOME COMMUNITIES ONLY):

CHA received approval June 24, 2014 in the FY2015 Annual Plan (April 1, 2014 – March 31, 2015) to implement a policy that terminates public housing assistance for households no longer using the subsidy in mixed-income communities.

This activity has been combined with 2017-1-Modified Terms of Over Subsidy.

This activity will be closed-out effective fiscal year end 2016 (following HUD approval of the FY 2017 Plan and RAD Conversion).

Biennial Agency-Wide Reexamination

CHA was approved to conduct a biennial reexamination period for all CHA managed communities, and HCV (including VASH) households, regardless of sources of income or type of family in the FY2013 Annual Plan. The activity was implemented agency wide in October 2013.

CHA continues to conduct biennials inspections; however, this activity is being closed out because MTW flexibility is no longer needed for this activity. All public housing authorities can conduct biennial inspections

This activity is closed out effective FY 2016.

Biennial Review Process

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

The activity is being closed out because the agency has implemented an agency wide Biennial Reexamination Process. The elderly and disabled will be reported on as part of the entire agency report on reexaminations skipped/conducted.

The activity was closed out FYE 2013.

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

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

CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. CHA considers this activity a success due to no 3rd offers in FY2013.

This activity was closed out effective FYE 2013.

Good Neighbor Training

CHA proposed the Good Neighbor Training (GNT) activity in FY2008. The activity implementation began in FY2008 for HCV households and 2011 for Public Housing households. The training is designed to assist families' acclimation to a neighborhood. Participants learn more about being "Good Neighbors" by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, neighborhood involvement, school and amenities locations, and conflict resolution.

CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new Housing Choice Voucher and public housing applicants entering the program. Good Neighbor Training for public housing and Housing Choice Voucher existing program participants has been completed. Port-Ins are also required to complete Good Neighbor Training.

This activity was closed out effective December 2014. CHA no longer requires the waiver to hold GNT since it has been incorporated into the briefing and all existing participants have been trained.

2009 – 6 Youth Initiatives

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

CHA has not renewed the annual contract for Communities in Schools (CIS), a nationally recognized nonprofit organization providing dropout prevention services for at-risk youth. CIS's data was reporting aggregate data and did not allow CHA to see the progress of its student population. The authority will be seeking other partners and initiatives which can provide outcomes for the desired metrics for CHA's student portfolio.

This activity was closed out effective March 31, 2015. CHA no longer requires the waiver to administer the Youth activities because the partners are not using any MTW flexibilities. MTW funding is only used on one of the activities, therefore, the activity will be reported on in the single fund budget area of the Sources and Uses.

V. SOURCES and USES of MTW Funds

The Sources and Uses of Funds are reported in the HUD mandated format for the MTW Annual Plan submission. Please note: 1) The HUD FDS line items listed are prepopulated. CHA has a source (revenue) that is not listed as an option in the listed items. 2) CHA began operating on a calendar year in January of 2016.

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

(V) Sources and Uses of Funds

Annual MTW Plan

V.1. Plan. Sources and Uses of MTW Funds

A. MTW Plan: Sources and Uses of MTW Funds

Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

| Sources | | |
|---------------------------------------|--|---------------|
| FDS Line Item | FDS Line Item Name | Dollar Amount |
| 70500 (70300+70400) | Total Tenant Revenue | 334162 |
| 70600 | HUD PHA Operating Grants | 69519433 |
| 70610 | Capital Grants | 254665 |
| 70700 (70710+70720+70730+70740+70750) | Total Fee Revenue | |
| 71100+72000 | Interest Income | |
| 71600 | Gain or Loss on Sale of Capital Assets | |
| 71200+71300+71310+71400+71500 | Other Income | 12161315 |
| 70000 | Total Revenue | 82269575 |

Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

| Uses | | |
|--|--|---------------|
| FDS Line Item | FDS Line Item Name | Dollar Amount |
| 91000 (91100+91200+91400+91500+91600+91700+91800+91900) | Total Operating - Administrative | 6828518 |
| 91300+91310+92000 | Management Fee Expense | 1362715 |
| 91810 | Allocated Overhead | |
| 92500 (92100+92200+92300+92400) | Total Tenant Services | 3127234 |
| 93000 (93100+93600+93200+93300+93400+93800) | Total Utilities | 344279 |
| 93500+93700 | Labor | 212301 |
| 94000 (94100+94200+94300+94500) | Total Ordinary Maintenance | 944650 |
| 95000 (95100+95200+95300+95500) | Total Protective Services | 26467 |
| 96100 (96110+96120+96130+96140) | Total insurance Premiums | 84432 |
| 96000 (96200+96210+96300+96400+96500+96600+96800) | Total Other General Expenses | 112000 |
| 96700 (96710+96720+96730) | Total Interest Expense and Amortization Cost | |
| 97100+97200 | Total Extraordinary Maintenance | |
| 97300+97350 | Housing Assistance Payments + HAP Portability-In | 69917760 |
| 97400 | Depreciation Expense | |
| 97500+97600+97700+97800 | All Other Expenses | |
| 90000 | Total Expenses | 82960356 |

Describe the Activities that Will Use Only MTW Single Fund Flexibility

Center for Employment Services (CES) - During the time period of January – December 2016, CES has placed 85 CHA residents in jobs. In addition, 140 CHA residents were provided with individual employment screenings and assessments. CES continues to provide outreach to all CHA properties as well as the west corridor communities of Charlotte. This past year Grace-Mar Services interviewed over 900 job seekers. Grace-Mar Services continues to provide free, onsite employment assessments and direct job placements. 60% of CHA residents that connect with CES and Grace-Mar gained employment. Over the past year, CES has developed strong relationships with many local employers. HMS Host is the world's largest provider of food and beverages service for travelers. Their partnership with CES in 2016 has provided a number of CHA residents with job opportunities through onsite hiring events in the Arbor Glen and

Southside Homes Communities of CHA. In 2017, CES will explore creative ways to expand training services with various certification programs connecting with occupations-in-demand in Charlotte. In addition, CES will work with the Client Services Department's expanding supportive services program to continue connecting people to the center. With Every Heart Beat is Life (WEHL) - The With Every Heartbeat is Life Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. To date, there have been 21 classes completed with a total of 671 participants coming thru the program. Since January 2014, WEHL has hosted classes at Southside, Parktowne Terrace, Tarlton Hills, Steele Creek, Autumn Place and the Carole Hoefener Community Center. The total number of graduates in 2016 was 73. All participants that successfully completed the WEHL program have demonstrated increased knowledge in signs and symptoms of a stroke and heart attack. Additionally, they now have the ability to recognize a healthy BMI (Body Mass Index), a healthy blood pressure reading and a healthy glucose reading. The With Every Heartbeat is Life Program strongly believes in the each one teach one method. This means sharing what you learn with others. This method is used to educate Public Housing Communities through Mecklenburg County in hopes of developing healthy communities and a Heart Healthy population. MAXimize Your Potential Tutoring Program - The Charlotte Housing Authority MAXimize Your Potential Academic Enhancement Program (MAX) is a youth development program that aims to provide the skills needed to prepare 8th, 9th and 10th graders for academic success in high school, college and beyond. Over the course of a school year, students will participate in stimulating college and career readiness workshops and activities designed to develop intrinsic motivation and the confidence students need to be successful in their post-secondary future. To help improve their academic performance, students will receive tutoring in Math and English via one-on-one and group sessions and the use of innovative online learning resources. To maximize the needs of students, we focus on three key aspects of success: motivation, achievement, and excellence.

Motivate!

Behind every successful person is a history of determination. We promote self-motivation within our students through a combination of rewards and recognition. We believe that positive reinforcements will boost our students' confidence levels, which in turn will lead them to become self-starters and increase their independence. By participating in our program, students will learn to dig deep, aim high and push forward.

Achieve!

At the Charlotte Housing Authority, we believe every student has the right to dream big and achieve success, regardless of his or her family background. To help make this a reality, we emphasize S.M.A.R.T goal setting, time management and organization. We want our students to better understand the relationship between preparedness and success. As our students learn better, they will be able to do better for themselves, their family, and their community.

Excellence!

Though our program focuses on improving academic success, it also focuses on inspiring students to do their very best. Our goal is to empower students by drawing on their unique talents, strengths, and capabilities. While perfection isn't the goal, we do have high, yet realistic expectations for all students. By holding them to these standards, we hope to reinforce self-motivation and personal responsibility, and propel students toward academic excellence.

Students attend the MAX Program 3 days per week – Monday through Wednesday from 3:30pm-6:30pm. Resident Safety - The Resident Safety Department is comprised of two components, the investigative incidents for Public Housing communities and incidents for the Housing Choice Voucher Program. The Resident Safety Department is charged with the challenge of enhancing the quality of life for our residents and surrounding communities through crime prevention and deterrent initiatives. These initiatives focus on the safety and protection of our consumers and assets. The department is also charged with ensuring that all participants of the HCV program adhere to the HUD policies, CHA procedures and all applicable laws. The major focal point is on the capturing, resolving and deterring program violations and fraud.

Renaissance Child Development Center

An MTW agency may use MTW Funds for any eligible activities under Sections 8 and 9 of the Act. 24 CFR 905.200(b) provides that eligible activities funded with capital funds include “development, financing, and modernization of public housing projects” “Development” as defined in 24 CFR 905.200(b)(2) includes construction of buildings, facilities, and/or related appurtenances (i.e. non-dwelling facilities/spaces). The HUD Capital Fund Guidebook, issued on April 1, 2016, says that “... structures, fixtures, associated amenities such as parking lots, playgrounds, laundries, childcare centers, community buildings, Neighborhood Networks computer centers and space for service coordinators and community rooms for resident organizations” are eligible development costs.

CHA, therefore, plans to use \$4,000,000 of its MTW funds to pay a portion of the construction costs to build the Renaissance Child Development Center (the “CDC”). The total cost of construction is approximately \$6,529,079.

The CDC was envisioned to become an integral part of the redevelopment of the Renaissance Community in CHA’s application for the HOPE VI Grant. Now that construction has been completed on the residential sites, CHA and its partners are moving forward with the development of the CDC.

On January 12, 2017, HUD’s SAC approved the disposition of the site for the CDC to Renaissance West Community Initiative via ground lease for at least 30 years with rent at \$1,000 per year. The purpose of the ground lease is to facilitate “Development and Operation of a Child Development Center, office and clinical space and space for social services organizations.” A copy of the SAC approval letter is attached as Appendix U. Additionally, CHA will use \$1,035,000 million dollars from the FY09 Boulevard HOMES HOPE VI grant to fund scholarships at the Renaissance Child Development Center. With HUD approval, these HOPE VI funds were placed in an endowment with CORE Programs, Inc., (a wholly-owned CHA subsidiary) prior to grant closeout. These funds are managed in accordance with a Memorandum Of Understanding (MOU) signed with the Renaissance West Community Initiative. Moving the funds to a different, HUD-approved financial institution is being considered.

V. 2. Plan. Local Asset Management Plan

B. MTW Plan: Local Asset Management Plan

Is the PHA allocating costs within statute?

Yes

or

Is the PHA implementing a local asset management plan (LAMP)?

or

No

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

or

No

PHAs should provide a brief summary summary of any changes in the Local Asset Management Plan in the body of the Plan. This is not applicable to the CHA.

VI. ADMINISTRATIVE

Board Resolution Submission

The executed board resolution is referenced as Appendix B.

Certification of Meeting Requirement

A draft of the FY2017 MTW Plan was made available for public review from August 1-31, 2016. The public hearing was held on August 16, 2016.

Moving Forward Evaluation

CHA's evaluation of the entire agency demonstration program is being conducted by The Center for Urban and Regional Studies at The University of North Carolina at Chapel Hill. An interim report will be provided in the FY2016 Annual Report.

Appendices Listing

Appendix A: Public Review and Comment Documentation

Appendix B: Board Resolution

Appendix C: HUD Certification of Compliance

Appendix D: Moving Forward Initiatives Summary

Appendix E: Hardship Policy

Appendix F: Work Requirement Policy

Appendix G: Rent Reform Overview

Appendix H: Sample Rent Bands

Appendix I: Community Service Policy

Appendix J: Violence Against Women Act (VAWA)

Appendix K: Other Agency Activities

Appendix L: Community Based Rental Assistance Policy

Appendix M: Demolition/Disposition Activity

Appendix N: Improvement Projects List

Appendix O: HCV Homeowners Program Hardship Policy

Appendix P: HCV Homeownership Program Statement of Family Obligations

Appendix Q: HUD Approval of VASH Biennials

Appendix R: RAD Significant Amendment

Appendix S: RAD Portfolio Breakdown

Appendix T: Annual Statement/ Performance and Evaluation Report (PER)

Appendix U: Special Applications Center (SAC) Approval by HUD

APPENDIX A

PUBLIC HEARING/RESIDENT COMMENTS DOCUMENTATION

A notice of the public hearing logistics was posted in the August public housing newsletter. Flyers were posted at the sites, CHA main lobby and Housing Choice Voucher lobby regarding the Annual Plan availability and the public hearing date, time and location. A formal public hearing notice was placed in La Noticia on July 27th, Charlotte Post on July 28th and the Charlotte Observer on Monday, August 1, 2016.

A complete copy of the Annual Plan was made available at the CHA managed sites, the CHA administrative office, Main Public Library, Old City Hall and CHA's website www.cha-nc.org on August 1, 2016.

The public hearing for the FY 2017 Moving Forward Annual Plan was held on Tuesday, August 16, 2016 at 5:00 PM during the CHA Board of Commissioners meeting. No residents spoke at the public hearing.

CHA staff met with the CHA Resident Advisory Council presidents and met with residents at community meeting held at Edwin Tower, Southside Homes, Strawn, Cedar Knoll and Claremont sites for the purpose of addressing questions, hearing feedback, and providing further explanation of each initiative within the 30-day review period. Throughout the comment period, we provided clarification on the imputed earned income initiative.

During the entire public comment period, no questions, comments, or concerns were expressed in relation to the proposed measures by the Charlotte Housing Authority.

RESOLUTION

APPROVE THE ADOPTION OF THE CHA FISCAL YEAR 2017 MOVING FORWARD ANNUAL PLAN; AND

AUTHORIZE SUBMISSION OF THE MOVING FORWARD ANNUAL PLAN FOR FISCAL YEAR 2017 TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD).

WHEREAS, Moving to Work (MTW) is a demonstration program authorized by Congress and implemented by the U.S. Department of Housing and Urban Development;

WHEREAS, in establishing MTW, Congress granted broad authority to housing authorities to design programs that would achieve three primary goals:

- Reduce cost and achieve greater costs effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families;

WHEREAS, the MTW agreement provides CHA with the authority to design and test innovative, locally-designed housing and self-sufficiency strategies for low-income families;

WHEREAS, on August 16, 2016, the CHA Board of Commissioners conducted a public hearing on the FY 2017 Moving Forward Annual Plan;

WHEREAS, the revised Community Based Rental Assistance (CBRA) Policy and Rental Assistance Demonstration (RAD) Significant Amendment has been incorporated into the plan.

WHEREAS, CHA certifies that the housing assisted under the demonstration program is safe, decent, sanitary, and in good repair, according to an inspection protocol established or approved by the Secretary.

WHEREAS, CHA provides certifications and other submissions as required by HUD;
and

WHEREAS, CHA is requesting the Board of Commissioners to adopt CHA's FY2017 Moving Forward Annual Plan and authorize the submission of the FY2017 Moving Forward Annual Plan to HUD.

1) Modified Terms of Over Subsidy: Description: the definition of over-subsidy will be modified in the tenant based and project based voucher programs. Under this activity, Housing Assistance Payment (HAP) contract termination will occur if the CHA is paying \$75 or less, or what is equivalent to the CHA minimum rent in monthly housing assistance payment for 180 consecutive calendar days. In a project-based voucher community, the participant will remain in the unit and the unit will stay under contract without subsidy. Should an assisted unit become available, the housing provider may request an amendment to the (HAP) contract.

2) Modified Enterprise Income Verification: Description: CHA is proposing to modify the frequency of running EIV reports. We propose to remove the requirement to process EIV reports for interim reexaminations and only run the report during regularly scheduled reexaminations or transfer/moves. CHA's current interim policy provides that families submit necessary documentation to reflect any changes in their income or household composition. Upon receipt of this documentation tenant and HAP portions are recalculated accordingly. Since EIV is not up-to-date at the time of the interim reexamination, unreported income is most likely to be identified during a regularly scheduled reexamination or transfer/move

3) Imputed Earned Income: Description: Project-based vouchers and Family Self Sufficiency components, CHA will not process interims 3 months prior to recertification, 3 months after a regular scheduled recertification or within 3 months immediately before a lease up, except in cases of extenuating circumstances where there is a loss of income for work-abled households. Each circumstance will be evaluated on a case by case basis.

4) Exception Payment Standards: Description: CHA currently has a waiver to increase payment standards up to 120 percent of FMR. CHA is asking to amend the exception payment standard waiver to utilize payment standards in excess of the FMR but not in excess of the lower of comparable market rents or 150 percent of HUD's published FMR in select zip codes and/or census tracts.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of the City of Charlotte that:

- I. All initiatives in the Moving Forward Annual Plan shall be reviewed and approved by the appropriate level of the Board of Commissioners before they are implemented.
2. CHA's FY 2017 Moving Forward Annual Plan is hereby adopted.
3. The Chair of the Board of Commissioners and the Chief Executive Officer are hereby authorized to execute any required documents, certifications or HUD forms related to the approval and filing of CHA's FY 2017 Moving Forward Annual Plan.
4. The Chief Executive Officer is authorized to submit CHA's FY 2017 Moving Forward Annual Plan and such other required documents, certifications

- or forms to HUD with such changes, additions, connections or amendments as deemed necessary or appropriate or as may be required by HUD.
5. The Chief Executive Officer is hereby authorized to negotiate with HUD regarding any portion of CHA's FY 2017 Moving Forward Annual Plan and to carry out other actions relating to the plan.

RECORDING OFFICER'S CERTIFICATION

I, A. Fulton Meachem, Jr., the duly appointed Secretary of the Housing Authority of the City of Charlotte, North Carolina, do hereby certify that this resolution was properly adopted at a regular meeting held September 20, 2016.

BY: 

Secretary

**Annual Moving to Work Plan
Certifications of Compliance**

U.S. Department of Housing and Urban
Development

Office of Public and Indian Housing

**Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning January 1, 2017, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

APPENDIX C

14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).

17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

Housing Authority of the City of Charlotte

PHA Name

NC003

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Sheila Jones

Name of Authorized Official



Signature

Board of Commissioners Chairperson

Title

9-20-2016

Date

APPENDIX D



Charlotte Housing Authority
Moving Forward Initiatives Summary

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|--|---|------------------------|------------------------------------|
| Biennial Review | Recertification for all CHA households are conducted biennially; criminal background checks are conducted at recertification for family members 16 years of age or older. | 2008-2009 | Closed Out FY 2016 |
| Rent Reform and Work Requirement (rev 2013) | Rent calculation modified and minimum rent increased. A hardship policy is in place. A Work Requirement Initiative was implemented in FY 2010 – 2011 for households receiving case management. | 2009-2010 | Implemented FY2010-2011 Ongoing |
| Site-based waiting lists Public Housing and Project Based Section 8. | All public housing and Project-based Section 8 property waiting lists are managed at the site level. Applicants must apply at the site for occupancy. | 2008-2009 | Closed Out FY 2012-2013 |
| Good Neighbor Training | CHA provides "Good Neighbors" type training for all new and existing Housing Choice Voucher and public housing participants to assist families in their acclimation into a neighborhood. | 2007-2008 | Closed Out FY 2014-2015 |
| Adopt investment policies consistent with state law | CHA adopted investment policies that are consistent with state law to achieve a portfolio which is safer, more liquid and obtains competitive yield. | 2008-2009 | Implemented FY2008–2009 Ongoing |
| Modify Project-Based Section 8 inspection procedures | CHA received approval from HUD to waive the requirement for an initial Housing Quality Standards (HQS) inspection on newly constructed Project-Based Section 8 units and utilize local building standards inspection and subsequent issuance of a Certificate of Occupancy (CO) as a substitution of the initial or move-in inspection. | 2008-2009 | Implemented FY2008–2009 Ongoing |
| Community Based Rental Assistance (Project-Based Section 8 Process) | Simplified the selection process in order to maximize the number of quality Section 8 assisted units throughout Charlotte. Includes Traditional, Housing for Persons with Disabilities, special needs and homeless and Local Rental Subsidy activities | 2008-2009 | Implemented FY2008–2009 Ongoing |
| Resident Safety Initiatives | The Resident Safety Department expanded the types of crime prevention initiatives and program enforcement initiatives for CHA public housing sites. | 2009-2010 | Implemented FY2009–2010 Ongoing |
| Moving Forward Supportive Services | Moving Forward Supportive Services is designed to stabilize and improve families by fortifying them through education, life skills, motivation and employment training to compete in the economic marketplace. | 2008-2009 | Implemented FY2008–2009 Ongoing |
| Youth Initiatives | CHA is focused on providing services for youth that connect them to programs and services that address truancy, post-secondary education preparation, and academic performance improvement. | 2008-2009 | Closed Out FY 2015-2015 |
| Participant and landlord tracking program | The University of North Carolina at Charlotte (UNCC) utilized a Geographic Information Science (GIS) mapping system to identify voucher holders within | 2007-2008 | Implemented FY2007–2008 Ongoing |

APPENDIX D

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|---|---|------------------------|---|
| | Mecklenburg County in order to analyze the census tracts with a large number of Housing Choice voucher holders to assist with deconcentration. | | |
| Increase acquisition and rehabilitation of existing multi-family properties | CHA established a strategy and adopted a policy to increase the acquisition and rehabilitation of existing multifamily properties. | 2008-2009 | Implemented FY2008–2009 Ongoing |
| Land Acquisition for Future Use | CHA designed local standards to guide land purchases in desirable, rapidly growing areas to provide more housing choices. | 2008-2009 | Implemented FY2008–2009 Ongoing |
| Local Non-Traditional | CHA used funds outside of Sections 8 and 9 to: Acquire general partnership interest; construct mixed-income housing; renovate, construct and operate supportive housing; implement a local rental subsidy program and convert units to public housing. | 2010-2011 | Implemented FY2010-2011 Ongoing |
| Streamline Project-Based Vouchers (PBV) and Public Housing Regulations at Mixed-Income Developments | Modified its Project-Based voucher (PBV) and Public Housing policies to blend the program and simplify administration when units reside in the same development/building. | 2014-2015 | Implemented FY2014-2015 |
| Public Housing No Assistance Termination Policy | Terminate the housing of participants that reach the ceiling/market rent in a mixed-income development and has income that qualifies them to pay that rent for 6 months. The household will be considered “graduated”, however, they will remain in the unit and the next market rate unit which becomes available will become a public housing unit. | 2014-2015 | Implemented FY2014-2015 |
| Biennial Inspection of Housing Choice Voucher Units | Modified the frequency of HQS inspections by inspecting qualifying housing stock biennially. Only properties and units that meet certain criteria will be categorized as a High Performance Unit (HPU), thus qualifying for biennial inspections. | 2014-2015 | Closed Out FY 2016 |
| HCV Homeownership Program | CHA supplements eligible participant's income with a monthly subsidy equal to their calculated Housing Assistance Payment for their mortgage. | 2015-2016 | Implemented 2015-2016 Ongoing |
| Triennial Reexamination for Elderly/Disabled Households | Households designated as elderly and disabled in the HCV Program and those residing in the elderly and disabled developments for the Public Housing program are recertified every three years. | 2015-2016 | Closed Out FY 2016 |
| Limit elective HCV Transfers to 18 months | CHA will approve an elective move transfer only if the HCV participant has lived in the current unit for a minimum of eighteen (18) months unless the situation involves a mandatory or permissible move | 2016 | Implemented FY 2016 |
| Implement a single platform for inspections | CHA will standardize HCV, PBV and PH inspection processes, adopting the UPCS as the model for all inspections in lieu of HQS. | 2016 | CHA received approval on December 15, 2015. Implementation expected late 2016/early 2017. |
| Modified Terms of Over-Subsidy | The definition of over-subsidy will be modified in the tenant based and project based voucher programs. Under this activity, Housing Assistance Payment (HAP) contract termination will occur if the CHA is paying \$75 or less, or what is equivalent to the CHA minimum rent in monthly housing assistance | 2017 | Pending HUD Approval |

APPENDIX D

| APPROVED HUD INITIATIVES | DESCRIPTION | FISCAL YEAR IDENTIFIED | STATUS |
|--|--|------------------------|----------------------|
| | payment for 180 consecutive calendar days. In a project-based voucher community, the participant | | |
| | will remain in the unit and the unit will stay under contract without subsidy. Should an assisted unit become available, the housing provider may request an amendment to the (HAP) contract. | | |
| Modified Enterprise Income Verification (EIV) Income Report Review | CHA is proposing to modify the frequency of running EIV reports. We propose to remove the requirement to process EIV reports for interim reexaminations and only run the report during regularly scheduled reexaminations or transfer/moves. CHA's current interim policy provides that families submit necessary documentation to reflect any changes in their income or household composition. Upon receipt of this documentation tenant and HAP portions are recalculated accordingly. Since EIV is not up-to-date at the time of the interim reexamination, unreported income is most likely to be identified during a regularly scheduled reexamination or transfer/move. | 2017 | Pending HUD Approval |
| Imputed Earned Income | Project-based vouchers and Family Self Sufficiency components, CHA will not process interims 3 months prior to recertification, 3 months after a regular scheduled recertification or within 3 months immediately before a lease up, except in cases of extenuating circumstances where there is a loss of income for work-abled households. Each circumstance will be evaluated on a case by case basis. | 2017 | Pending HUD Approval |
| Exception Payment Standard | CHA currently has a waiver to increase payment standards up to 120 percent of FMR. CHA is asking to amend the exception payment standard waiver to utilize payment standards in excess of the FMR but not in excess of the lower of comparable market rents or 150 percent of HUD's published FMR in select zip codes and/or census tracts. | 2017 | Pending HUD Approval |

HARDSHIP POLICY

LAST AMENDED: JUNE 21, 2011

Applying for Hardship Rent

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

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

Who Qualifies for a Hardship Rent?

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

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

Appendix E

How does the committee work?

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

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

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

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

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

WORK REQUIREMENT POLICY
LAST AMENDED: JUNE 21, 2011

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

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

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

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

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

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

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

Appendix F

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

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

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

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

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

Rent Reform Overview

The new rent calculation is an income-based, stepped 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 tenant payment required 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 as long as 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 (public housing only) by bedroom size and is reviewed/updated annually every fall.

In FY11, the Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Section 8 participants on December 1, 2010. Participants are still granted interim rent re-certifications between annual re-certifications provided they have met the established criteria. If there is a decrease in the family's income or an increase in medical expense or childcare expense which is expected to last longer than thirty days (and will change their flat deduction eligibility), the participant may request that an interim recertification be performed. Participants must still report changes in family size.

Income earned by seasonal employment will be annualized if the employee has maintained employment for more than 60 days. Employees of temporary agencies will be annualized after an initial 30 days of assignments.

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

| Medical Expenses | Medical Deduction | Childcare Expense | Childcare Deduction |
|-------------------|-------------------|-------------------|---------------------|
| \$0 - \$2,499 | \$0 | \$0 - \$2,499 | \$0 |
| \$2,500 - \$4,999 | \$2,500 | \$2,500 - \$4,999 | \$2,500 |
| \$5,000 - \$7,499 | \$5,000 | \$5,000 - \$7,499 | \$5,000 |
| \$7,500+ | \$7,500 | \$7,500+ | \$7,500 |

APPENDIX H

| Sample 2 Bedroom Rent Bands | | | | | |
|-----------------------------|------------------|----------------|-------|---------------------------|---|
| | Minimum Rent | | 75 | | |
| | Fair Market Rent | | 813 | | |
| | | | | | |
| Income Range | | 30% of low end | TTP | Incentive Account Deposit | |
| \$0 | \$2,499 | \$0 | \$75 | \$0 | Minimum Rent is greater than 30% of income |
| \$2,500 | \$4,999 | \$63 | \$75 | \$0 | |
| \$5,000 | \$7,499 | \$125 | \$125 | \$0 | |
| \$7,500 | \$9,999 | \$188 | \$188 | \$0 | |
| \$10,000 | \$12,499 | \$250 | \$250 | \$0 | |
| \$12,500 | \$14,999 | \$313 | \$313 | \$25 | |
| \$15,000 | \$17,499 | \$375 | \$375 | \$40 | |
| \$17,500 | \$19,999 | \$438 | \$438 | \$55 | |
| \$20,000 | \$22,499 | \$500 | \$500 | \$70 | |
| \$22,500 | \$24,999 | \$563 | \$563 | \$85 | |
| \$25,000 | \$27,499 | \$625 | \$625 | \$100 | ****40% AMI reached, 3 year incentive period begins |
| \$27,500 | \$29,999 | \$688 | \$688 | \$100 | |
| \$30,000 | \$32,499 | \$750 | \$750 | \$100 | |
| \$32,500 | \$34,999 | \$813 | \$813 | \$100 | Ceiling Rent is reached, rent does not increase unless fair market rent increases |
| \$35,000 | \$37,499 | \$875 | \$813 | \$100 | |
| \$37,500 | \$39,999 | \$938 | \$813 | \$100 | |
| \$40,000 | \$42,499 | \$1,000 | \$813 | \$100 | |
| \$42,500 | \$44,999 | \$1,063 | \$813 | \$100 | |
| \$45,000 | \$47,499 | \$1,125 | \$813 | \$0 | **70% AMI is reached, incentive account deposits end |
| \$47,500 | \$49,999 | \$1,188 | \$813 | \$0 | |

APPENDIX H

| Sample 3 Bedroom Rent Bands | | | | | |
|------------------------------------|------------------|----------------|---------|---------------------------|---|
| | Minimum Rent | | 75 | | |
| | Fair Market Rent | | 1096 | | |
| | | | | | |
| Income Range | | 30% of low end | TTP | Incentive Account Deposit | |
| \$0 | \$2,499 | \$0 | \$75 | \$0 | Minimum Rent is greater than 30% of income |
| \$2,500 | \$4,999 | \$63 | \$75 | \$0 | |
| \$5,000 | \$7,499 | \$125 | \$125 | \$0 | |
| \$7,500 | \$9,999 | \$188 | \$188 | \$0 | |
| \$10,000 | \$12,499 | \$250 | \$250 | \$0 | |
| \$12,500 | \$14,999 | \$313 | \$313 | \$25 | |
| \$15,000 | \$17,499 | \$375 | \$375 | \$40 | |
| \$17,500 | \$19,999 | \$438 | \$438 | \$55 | |
| \$20,000 | \$22,499 | \$500 | \$500 | \$70 | |
| \$22,500 | \$24,999 | \$563 | \$563 | \$85 | |
| \$25,000 | \$27,499 | \$625 | \$625 | \$100 | ****40% AMI reached, 3 year incentive period begins |
| \$27,500 | \$29,999 | \$688 | \$688 | \$100 | |
| \$30,000 | \$32,499 | \$750 | \$750 | \$100 | |
| \$32,500 | \$34,999 | \$813 | \$813 | \$100 | |
| \$35,000 | \$37,499 | \$875 | \$875 | \$100 | |
| \$37,500 | \$39,999 | \$938 | \$938 | \$100 | |
| \$40,000 | \$42,499 | \$1,000 | \$1,000 | \$100 | |
| \$42,500 | \$44,999 | \$1,063 | \$1,063 | \$100 | |
| \$45,000 | \$47,499 | \$1,125 | \$1,096 | \$0 | Ceiling Rent is reached, rent does not increase unless fair market rent increases **70% AMI is reached, incentive account deposits end |
| \$47,500 | \$49,999 | \$1,188 | \$1,096 | \$0 | |

APPENDIX H

| Sample 4 Bedroom Rent Bands | | | | | |
|------------------------------------|------------------|----------------|---------|---------------------------|---|
| | Minimum Rent | | 75 | | |
| | Fair Market Rent | | 1359 | | |
| | | | | | |
| Income Range | | 30% of low end | TTP | Incentive Account Deposit | |
| \$0 | \$2,499 | \$0 | \$75 | \$0 | Minimum Rent is greater than 30% of income |
| \$2,500 | \$4,999 | \$63 | \$75 | \$0 | |
| \$5,000 | \$7,499 | \$125 | \$125 | \$0 | |
| \$7,500 | \$9,999 | \$188 | \$188 | \$0 | |
| \$10,000 | \$12,499 | \$250 | \$250 | \$0 | |
| \$12,500 | \$14,999 | \$313 | \$313 | \$25 | |
| \$15,000 | \$17,499 | \$375 | \$375 | \$40 | |
| \$17,500 | \$19,999 | \$438 | \$438 | \$55 | |
| \$20,000 | \$22,499 | \$500 | \$500 | \$70 | |
| \$22,500 | \$24,999 | \$563 | \$563 | \$85 | |
| \$25,000 | \$27,499 | \$625 | \$625 | \$100 | ****40% AMI reached, 3 year incentive period begins |
| \$27,500 | \$29,999 | \$688 | \$688 | \$100 | |
| \$30,000 | \$32,499 | \$750 | \$750 | \$100 | |
| \$32,500 | \$34,999 | \$813 | \$813 | \$100 | |
| \$35,000 | \$37,499 | \$875 | \$875 | \$100 | |
| \$37,500 | \$39,999 | \$938 | \$938 | \$100 | |
| \$40,000 | \$42,499 | \$1,000 | \$1,000 | \$100 | |
| \$42,500 | \$44,999 | \$1,063 | \$1,063 | \$100 | |
| \$45,000 | \$47,499 | \$1,125 | \$1,125 | \$100 | **70% AMI is reached, incentive account deposits end |
| \$47,500 | \$49,999 | \$1,188 | \$1,182 | \$0 | |
| \$50,000 | \$52,499 | \$1,250 | \$1,250 | \$0 | |
| \$52,500 | \$54,499 | \$1,313 | \$1,313 | \$0 | |
| \$55,000 | \$57,499 | \$1,375 | \$1,359 | \$0 | Ceiling Rent is reached, rent does not increase unless fair market rent increases |

APPENDIX H

| Sample 5 Bedroom Rent Bands | | | | | |
|------------------------------------|------------------|----------------|---------|---------------------------|---|
| | Minimum Rent | | 75 | | |
| | Fair Market Rent | | 1359 | | |
| | | | | | |
| Income Range | | 30% of low end | TTP | Incentive Account Deposit | |
| \$0 | \$2,499 | \$0 | \$75 | \$0 | Minimum Rent is greater than 30% of income |
| \$2,500 | \$4,999 | \$63 | \$75 | \$0 | |
| \$5,000 | \$7,499 | \$125 | \$125 | \$0 | |
| \$7,500 | \$9,999 | \$188 | \$188 | \$0 | |
| \$10,000 | \$12,499 | \$250 | \$250 | \$0 | |
| \$12,500 | \$14,999 | \$313 | \$313 | \$25 | |
| \$15,000 | \$17,499 | \$375 | \$375 | \$40 | |
| \$17,500 | \$19,999 | \$438 | \$438 | \$55 | |
| \$20,000 | \$22,499 | \$500 | \$500 | \$70 | |
| \$22,500 | \$24,999 | \$563 | \$563 | \$85 | |
| \$25,000 | \$27,499 | \$625 | \$625 | \$100 | ****40% AMI reached, 3 year incentive period begins |
| \$27,500 | \$29,999 | \$688 | \$688 | \$100 | |
| \$30,000 | \$32,499 | \$750 | \$750 | \$100 | |
| \$32,500 | \$34,999 | \$813 | \$813 | \$100 | |
| \$35,000 | \$37,499 | \$875 | \$875 | \$100 | |
| \$37,500 | \$39,999 | \$938 | \$938 | \$100 | |
| \$40,000 | \$42,499 | \$1,000 | \$1,000 | \$100 | |
| \$42,500 | \$44,999 | \$1,063 | \$1,063 | \$100 | |
| \$45,000 | \$47,499 | \$1,125 | \$1,125 | \$0 | **70% AMI is reached, incentive account deposits end |
| \$47,500 | \$49,999 | \$1,188 | \$1,188 | \$0 | |
| \$50,000 | \$52,499 | \$1,250 | \$1,250 | \$0 | |
| \$52,500 | \$54,999 | \$1,313 | \$1,313 | \$0 | |
| \$55,000 | \$57,499 | \$1,375 | \$1,359 | \$0 | Ceiling Rent is reached, rent does not increase unless fair market rent increases |

APPENDIX I

Charlotte Housing Authority
Lease Excerpt for Community Service Policy

PART D: OBLIGATIONS OF THE RESIDENT

24. To participate at least eight (8) hours a month in a community service program, (if required by the Charlotte Housing Authority or HUD) unless Resident is exempt from participating in such a program.

26. To participate in the “Work Supports” program and be in compliance with the work requirement of said program as outlined in the work requirement policy in the Housing Occupancy Plan when residing at a participating community. Residents at a non-participating community will be notified at least 60 days prior to the required participation in the moving forward initiatives.

VIOLENCE AGAINST WOMEN ACT (VAWA)

To comply with the Violence Against Women Act (VAWA), the CHA will consider the following:

No applicant for the CHA assisted programs who has been a victim of domestic violence, dating violence, or stalking shall be denied admission into the program if they are otherwise qualified;

Criminal activity directly related to domestic violence, dating violence, or stalking engaged in by a member of a Participant's Household or any guest or other person under the Participant family's control shall not be cause for termination of assistance, tenancy, or occupancy rights if the Participant or an immediate member of the Participant's Household is the victim of that domestic violence, dating violence or stalking;

An incident(s) or documented threatened domestic violence, dating violence, or stalking will not be construed as a serious or repeated violation of the Lease by the victim or threatened victim of that violence, and shall not be good cause for terminating the assistance, tenancy, or occupancy rights of the victim of such violence;

The CHA may terminate the assistance to remove a lawful occupant or tenant who engages in criminal acts or threatened acts of violence or stalking to family members or others without terminating the assistance of victimized lawful occupants;

The CHA may honor court orders regarding the rights of access or control of the property, including Emergency Protection Orders (EPO), Domestic Violence Orders (DVO), and other orders issued to protect the victim and abused to address the distribution or possession of property among Household Members where the family "splits";

There is no limitation on the ability of the CHA to terminate assistance for other good cause unrelated to the incident or incidents of domestic violence, dating violence or stalking, other than the victim may not be subject to a "more demanding standard" than non-victims;

Any protections provided by law which give greater protection to the victim are not superseded by these provisions.

The CHA may require certifications by the victim of victim status on such forms as the CHA and/or HUD shall prescribe or approve.

A CHA program Participant who moves out of an assisted dwelling unit to protect their health or safety and who: 1) is a victim under the Policy; 2) reasonably believes

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he or she was imminently threatened by harm from further violence if he or she remains in the unit; and 3) has complied with all other obligations of the program may receive permission to move to another unit with continued assistance.

EFFECTIVE DATE

This policy shall be effective upon written approval by HUD following adoption by the CHA, acting through its Board of Commissioners. All prior policy statements of the CHA on the same subject matter shall be superseded by this policy. Upon the effective date, this policy shall apply to all pending applications and existing Leases.

AMENDMENT

The CHA may amend this policy by resolution adopted by its Board of Commissioners at a regular or special meeting. The agenda for such meeting shall indicate consideration of amending the policy. Any such amendment shall be subject to approval by HUD, if applicable, and shall be in accord with applicable HUD regulations.

NOTIFICATION

The CHA will post a copy of this policy at all management offices at least thirty (30) days before consideration by the Board of Commissioners of the CHA. All comments by the Participants, Participant organizations, Participant advisory councils, applicants or other organizations about this policy shall be made in writing. Comments shall be sent to the attention of the COO or his/her designee of the CHA. The CHA shall review all comments before consideration of this policy by the Board of Commissioners. The CHA staff shall include all comments received and CHA responses in the information provided the Board of Commissioners prior to their consideration of adoption of this policy.

Once the policy is adopted, a copy of the policy will be made available to all Participants of Participants' organizations and organizations which make referrals or counsel applicants or Participants. A copy will also be posted in each management office operated by the CHA.

Domestic Violence

There may be cases where a transfer is needed to address a domestic violence situation. Under these cases, the resident and/or appropriate staff must document the basis for the transfer request.

A. Required Documentation for Domestic Violence Transfers

Appendix J

The resident is required to submit reliable and verifiable documentation of their involvement in domestic violence. Sufficient documentation includes, but is not limited to, current restraining order, police report, or certification from a professional. Requests without documentation may be denied.

B. Domestic Violence Transfer Approvals and Denials/Notification Process

- If the request is approved by the Regional Manager, the resident will be notified in writing by first-class mail as soon as possible after the decision has been rendered (with copies sent to the Property. The notification will indicate the decision and the reasons supporting the decision.
- The property manager will locate the appropriate unit, offer the unit to the resident and the resident will be required to contact the appropriate Property Manager (as noted in the Offer Letter) within two (2) working days to schedule their move-in date. Should a resident fail to complete the transfer within the specified period, the transfer will be revoked. The resident will be allowed to remain in their original unit, but will no longer be on the transfer list.
- If the transfer request is denied, or if there is a revocation of an approved transfer, the resident shall be entitled to a Grievance Hearing as noted in the Denial Letter and in accordance with the Charlotte Housing Authority Grievance Procedure.

Charlotte Housing Authority Other Agency Activities

Public Engagement Process

The CAO, Director of HCV and Director of Property & Asset Management met with the Resident Advisory Council leadership to discuss proposed initiatives. Staff will also visit CHA managed communities to promote the public review and comment period of the MTW Annual Plan. The agency posts advertisements in local papers: Charlotte Observer, Charlotte Posts, and La Noticia to advise of the public review and comment period. The plan is made available on the agency website, in the lobby of the Administrative building, all CHA managed properties, Old City Hall and the main branch of the public library. A public hearing is held prior to the board's vote on the Annual Plan.

Job Plus

With funding from the U.S. Department of Housing and Urban Development, and a commitment from staff and local community agencies, CHA was one of nine public housing authorities selected to implement the Jobs Plus Pilot Program Grant. CHA will seek to develop a positive culture of work and community through creative programs and approaches for residents of Southside Homes.

Vision: The vision of Jobs Plus is to create a vibrant community where new functional patterns are created through a positive spirit for work, health, social capital and community support.

Program Goals: The goals for the next four (4) years is to provide work and life skills programs that leads to a sustainable career ladder of employment at a livable wage for all work-able eligible residents. In doing this, CHA will work to incorporate three key elements: Employment Services, the Earned Income Disregard and Community Supports for Work.

Since the program launch in September 2015, the program has enrolled one-third (200 of 331) the communities *eligible residents and have assisted over 70 people in locating employment through onsite hiring events and job coaching. In addition, the program supported the recent re-instatement of a community resident organization.

*Non-senior, non-disabled residents

Section 3

CHA operates a Section 3 program which is governed by HUD. The program encourages local economic development, neighborhood economic improvement, and individual self-sufficiency. The Section 3 program requires that recipients of certain HUD financial assistance, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low- or very-low income residents in connection with projects and activities in their neighborhoods.

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CHA works with business owners to obtain job training, employment and contracting opportunities for public housing residents and/or persons who live in targeted areas and have incomes 80% or below the area median income.

CHA also gives extra consideration of contract awards (administration, management, clerical support, construction) to Section 3 business concerns. A Section 3 business concern is a business that:

- 1) Is 51 percent or more owned by Section 3 residents;
- 2) Employs Section 3 residents for at least 30 percent of its full-time, permanent staff; or
- 3) Provides evidence of a commitment to subcontract to 3 business concerns, 25 percent or more of the dollar amount of the awarded contract

The CHA has experienced much success with its Section 3 program, and it is because of that success the agency will continue its outreach efforts under RAD with the Economic Opportunities Program (EOP). The EOP under RAD will mirror HUD's Section 3 program by providing employment, training, contracting, and other economic opportunities to low- and very- income residents and businesses.

Designated Housing Plan

CHA has some communities which through the public housing program have been designated for elderly families, disabled families, or elderly and disabled families. The list of communities and their designations are available in the agencies administrative offices at 400 East Blvd. Upon the conversion of the public housing to RAD PBV, the designated housing plan will no longer apply.

Ceiling Rent/Flat Rent

CHA does not offer a flat rent under its MTW Rent Reform Initiative; instead a ceiling rent is used. The practice of ceiling rents is clearly noted in the ACOP. CHA has obtained a waiver and will not offer a Flat Rent option. Upon the conversion of the public housing to RAD PBV, ceiling rents will be replaced with HAP Contract rent.

Center for Employment Services

The Center for Employment Services (CES) is a Moving Forward initiative of the Charlotte Housing Authority to promote employment and self-reliance in West Charlotte. According to CHA, one of the largest barriers to employment that clients in its portfolio face is lack of job skills or training. CES focuses on addressing this issue. To ensure the employment services were accessible, CHA chose a location in West Charlotte on the CATS bus line.

Located at the corner of Caronia Street and Clanton Road, CES provides space to local service providers to bring career development opportunities to the area. Current partners residing at the center include: Charlotte Works and Grace-Mar Services.

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Recently, CES added an exciting new program for future homeowners. Facilitated by Grace-Mar Service, the course provides a nationally recognized home buyers' certification which opens up qualified participants to amazing mortgage program opportunities.

With a recent \$15,000 grant from Fifth Third Bank Foundation, the center will introduce the CES Occupational Pathways Program (COPP) in the fall of 2016. This program targets training programs that yield certifications for occupations-in-demand in the Charlotte area. The goal is to help the job seeker become more marketable in the local workforce system.

CES Success Measures

1. Number of clients in training and/or educational programs
2. Number of clients who secure employment
3. Increase in client wages

CES Success Measures

4. Number of clients in training and/or educational programs
5. Number of clients who secure employment
6. Increase in client wages

With Every Heartbeat Is Life

CHA participates in the National Heart, Lung, and Blood Institute's (NHLBI) With Every Heartbeat is Life (WEHL) initiative. Goals of the WEHL program for FY 2017 will consist of continuing to promote the WEHL program throughout all CHA communities. Proposed activities include:

- Successfully completing a minimum of 10-week class sessions
- Successfully graduate a minimum of 75 residents
- Continue to promote resident to increase their physical activities and consumption of fresh fruit and veggies.
- Partner with NHLBI, HUD, University of North Carolina at Charlotte (UNCC), and CW Williams to educate residents and conduct Body Mass Index (BMI), blood pressure screenings and encourage doctor visits.

CHA residents were trained to be Community Health Workers. As Community Health Workers, they play a key role in promoting better health in African American communities. They help people learn about health issues and show them ways to live healthier lives. Community Health Workers utilize a manual to train community residents, picture cards, recipe booklet featuring heart healthy dishes, and a booklet highlighting techniques families can use to start or maintain activities that promote a heart healthy lifestyle.

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Resident Safety Initiative

Using the single fund budget flexibility, CHA implemented Resident Safety Initiatives to reduce Part I crime incident statistics for all CHA sites. The Resident Safety Division measures the Part I crimes as defined by the Uniform Crime Reporting (UCR) Program for the fiscal year. Part I crimes include burglary, assault, rape, homicide, robbery, arson, motor vehicle theft, and larceny.

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

Atando Apartments Bond Inducement

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

In August of 2013, staff received an application from Charlotte Mecklenburg Housing Partnership, Inc. (CMHP) to be the conduit issuer of bonds in an amount up to \$10,000,000 for the construction of Atando Avenue Apartments. CMHP is a non-profit development corporation based in Charlotte, NC. The property is located in North Charlotte at the corner of Atando and Statesville Ave. The project will consist of 130 units. CMHP or an affiliate will serve as the developer and as the general partner in the ownership structure.

2016/2017 Update: Atando has closed and is currently under construction.

Rental Assistance Demonstration (RAD)

The Charlotte Housing Authority submitted to the U.S. Department of Housing and Urban Development an application for a portfolio RAD conversion in late 2013, involving 53 developments and approximately 3,400 units. That application was formally approved in 2015. In 2016, CHA submitted Financing Plans on 48 developments on June 30, and is working on closing those deals during the development of this FY 2017 MTW plan. Two developments (Hall House and Strawn Cottages) are transferring assistance. Residences at Renaissance II is slated for RAD conversion in 2017. CHA will convert Dillehay Courts to the RAD PBV platform in 2018.

By the end of FY 2018, CHA anticipates that all of its existing public housing units will be operating on the RAD PBV platform.

APPENDIX K

Choice Neighborhoods Initiative

The Charlotte Housing Authority is currently working with the City of Charlotte and community partners to develop a neighborhood Transformation Plan for the Biddleville neighborhood and the Tarlton Hills development and plans to submit an application for a Choice Neighborhoods Initiative Implementation Grant in 2016.

VASH Award

CHA has been awarded a total of 365 vouchers to support HUD-Veterans Affairs Supportive Housing (HUDVASH). The vouchers are administered in partnership with the Salisbury VA Medical Center (VAMC), Charlotte Community-Based Outreach Clinic (CBOC), serving Veterans identified in Charlotte.

Hall House

The Charlotte Housing Authority (CHA) submitted a 2013 Final Tax Credit Application to the North Carolina Housing Finance Agency (NCHFA) to redevelop the historic Hall House. While the application received good reviews from NCHFA, we were unsuccessful in receiving a tax credit award. CHA is now focused on a strategy to redevelop the entire 2.2 acre site into a thriving mixed-use development comprised of residential and commercial space that offers the best opportunity for long-term sustainability.

Strawn Cottages/Strawn Master Plan

The Charlotte Housing Authority has identified the Strawn site located at 1301 South Boulevard, Charlotte, NC 28203 as a candidate for demolition and disposition. This 16.2 acre property contains CHA's former administrative offices, an activity center and 122 residential cottages that have been identified as obsolete and is underutilized. A cost effective approach to correcting the deficiencies is not readily available and redeveloping the site supports the long term viability of the site and supports CHA's goals as stated in its Moving Forward Annual Plan, as well as the Agency's recently adopted Strategic Plan.

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

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

APPENDIX K

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

CHA has submitted an application for Special Application Center (SAC) for approval, in accordance with CFR 24, Part 970. The SAC application is for demolition. The demolition will be to tear down the Strawn Cottage units, the Strawn Activity Center and the former Administration Building to allow the installation of the new infrastructure. A disposition application will be to sell parts of the site to support the redevelopment of the site meeting stated CHA goals of the Moving Forward Annual Plan. The SAC action will be considered by resident organizations for the development, as well as CHA wide and the CHA Board of Commissioners.

Tall Oaks

CHA plans to submit an application to the Special Application Center (SAC) in calendar year 2015 to seek approval to relocate residents and demolish the existing buildings in order to redevelop the property as a mixed-income development.

2016/2017 Update – CHA has chosen to include Tall Oaks in the RAD Program and is currently working with HUD to obtain approval. In the interim, Tall Oaks has received a Low Income Housing Tax Credit allocation and anticipates closing in late 2016.

Charlottetown Outparcels

The Charlottetown Terrace parcel consists of a 12- story apartment building currently occupied by Section 9 handicapped and disabled residents. Situated on 5.54 +/- acres, CHA intends to create two (2) outparcels to redevelop as part of the CHA's 5-Year Strategic Plan. The intended use will be mixed-income and mixed-use development

2016/2017 Update – CHA has met with City and County officials who own parcels of land contiguous to the Charlottetown site. Discussions have centered around a land swap as the County is undergoing land assemblage to increase the existing park and other improvements to the surrounding area.

Parktowne Outparcel

The Parktowne Outparcel is 1.6 +/- acres of vacant land adjacent to a six-story senior apartment complex that houses Section 9 residents. The outparcel is zoned for mixed-use development. CHA plans to redevelop the site as part of its adopted 5-Year Strategic Plan.

Tarlton Hills

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As we continue moving forward with development efforts, CHA may be considered for redevelopment or demolition/disposition.

APPENDIX L

COMMUNITY BASED RENTAL ASSISTANCE POLICY

Revised July 2016

Overview

The CHA's Community Based Rental Assistance (CBRA) program (also known as the project-based voucher program) encompasses traditional project-based voucher units, Special Needs units (elderly, disabled, supportive housing, supportive service, and homeless), and pilot local rental subsidy programs. The CHA will determine the percentage of housing choice voucher assistance that is project-based under the CBRA program based on organizational strategic goals and public housing authority and/or City/County revitalization efforts.

Simplification of the Process to Project-Base Units

The CHA will utilize a simplified owner proposal selection process to project-base vouchers. The CHA will select CBRA proposals by any of the following methods:

Units Owned by CHA. The CHA is authorized to project-base Section 8 assistance at properties owned directly or indirectly by the Agency, subject to HUD's requirements regarding subsidy layering. Project-based assistance for such owned units does not need to be competitively bid, nor are the owned units subject to any assessments for voluntary conversion. Direct or indirect ownership interest includes, but is not limited to:

- CHA participation as a member in a tax credit or other LLC;
- Direct or indirect ownership interest through a CHA subsidiary;
- CHA ownership of the land on which the community has been or is to be developed; or
- The CHA is funding a portion of the construction costs of the community and subsidizing the operating costs or rents of the community for low income families.

Request for Proposals. The CHA may solicit proposals by using a request for proposals (RFP) process. The RFP process will select proposals on a competitive basis. The CHA will not limit proposals to a single site or impose restrictions that explicitly or practically preclude owner submission of proposals for project-based housing on different sites.

Proposals that were Previously Selected Based on Competition. The CHA may consider an application and select a proposal for housing assisted under a federal, state, or local government housing assistance, community development, or supportive services program (e.g. Low Income Housing Tax Credit (LIHTC), HOME, Housing Trust Fund, Affordable Housing Program, etc.) that included a competitive process. The CHA may consider such applications only if housing was competitively selected within three years of the proposal selection date and where

the earlier competitive proposal did not involve any consideration that the project would receive project-based voucher assistance.

Joint Requests for Proposals with the City and State. The CHA may award project-based voucher assistance via competitive process for other affordable housing funds to maximize the impact of its project-based vouchers and to minimize the number of application processes developers face.

Solicitation and Selection of Proposals

CHA will accept proposals on an ongoing basis. CHA may periodically advertise its request for proposals (RFP) for the target categories in The Charlotte Observer. In addition to, or in place of advertising, CHA may also directly contact specific owners that have already been selected through one of the competitive processes above to inform them of available project based assistance.

In order for the proposal to be considered, the proposal must respond to all requirements as outlined in the RFP. Incomplete proposals will not be reviewed.

The CHA will rate and rank proposals for in the target categories using the following

criteria: *Family Units*

1. Must be located in a permissible area which meet CHA's goals and objectives including but not limited to deconcentrating poverty, expanding housing and economic opportunities
2. Families must have one member either working or participating in a work support program.
3. No more than 25% of the units in a family development will be project-based unless the development is providing some level of supportive services. (*This does not apply to senior and special needs housing*).
4. Developments in neighborhoods within a mile of one of Charlotte's new transportation corridors, including light rail, will be given second priority.

Special Needs Units

1. Category includes units for homeless, disabled, domestic violence, transitional youth and other special needs.
2. Services must be being provided onsite or in coordination with the housing. Higher levels of service provision will be given first priority.
3. Must be located in a permissible area which meet CHA's goals and objectives including but not limited to deconcentrating poverty, expanding housing and economic opportunities, Developments in neighborhoods within a mile of one of Charlotte's new transportation corridors, including light rail, will be given second priority.

Senior Units

1. Must be located in a permissible area which meet CHA's goals and objectives including but not limited to deconcentrating poverty, expanding housing and economic opportunities
2. Developments in Uptown Charlotte or in neighborhoods within a mile of one of Charlotte's new transportation corridors, including light rail, will be given second priority.
3. Services must be provided onsite or in coordination with the housing. Higher levels of service provision will be given priority if the locational criteria rank equally.

In addition to meeting the above criteria, each deal must meet HUD Site Selection Standards set forth in CFR 983.57. Each deal must also be in compliance with HUD subsidy layering rules, the Fair Housing Act, Davis-Bacon regulations for new construction and all other applicable HUD regulations.

Priority will be given to proposals in any target category that complement other local activities such as the redevelopment of a public housing site under the HOPE VI program, the HOME program, CDBG activities, other development activities in a HUD-designated Enterprise Zone, Economic Community, or Renewal Community.

Prohibition of Assistance for Certain Units

The CHA will determine property eligibility criteria and may provide project-based assistance for transitional housing and other innovative housing types to address Charlotte's affordable housing needs.

Cap on the Number of Project-Based Units

The CHA will provide project-based assistance for excepted units in multifamily buildings that are specifically made available for elderly or disabled families or families receiving supportive services on a project-by-project basis with MTW and/or HUD approval.

In Supportive Housing developments (homeless, disabled, domestic violence, transitional youth, and/or special needs) with less than 20 units, the CHA will provide project-based assistance up to 100% of the units in the project. In supportive housing developments (homeless, disabled, domestic violence, transitional youth, and/or special needs) with more than 20 units, CHA will provide project-based assistance up to 60% of the units in the project. Services must be provided in the coordination of housing for supportive housing developments. The types of services offered to families for a project to qualify for the exception will be determined on a project-by-project basis depending on the target population. Supportive Housing developments may use the McKinney Act definition of disabled for the purposes of determining eligibility for exempted units.

The CHA will require reports to be submitted at least quarterly for supportive housing developments (excluding elderly and disabled developments) to ensure proper monitoring of excepted units.

In family developments or transitional housing programs, families must be receiving FSS supportive services or other self-sufficiency services to qualify for an excepted unit. The CHA, contract service provider, and/or supportive service partner will monitor the excepted family's continued receipt of supportive services and take appropriate action regarding those families that fail without good cause to complete their supportive services requirement. The CHA will require reports to be submitted at least quarterly for family developments to ensure proper monitoring of excepted units.

Site Selection Standards

Per CHA's MTW Agreement, the Authority is authorized to duly adopt, according to the requirements of local law, alternate standards for determining the location of existing, newly constructed or substantially rehabilitated housing to receive subsidy; provided, however, that in lieu of the Site Selection Standards currently set forth in 24 C.F.R. Section 983.57, the agency will comply with the following requirements:

- a. The Agency will comply with the Fair Housing Act and Title VI of the Civil Rights Act of 1964, and implementing regulations thereto, in determining the location of newly constructed or acquired public housing units.
- b. Units may be located in the agency's jurisdiction, including within, but not limited to, the following types of urban areas: (1) an area of revitalization that has been designated as such by the City of Charlotte and/or Mecklenburg County, including Redevelopment Areas and Enhanced Enterprise Communities, (2) an area where public housing units were previously constructed and were demolished, (3) a racially or economically impacted area where the agency plans to preserve existing affordable housing, (4) in connection with a HOPE VI or other HUD funded master planned development, (5) in areas where a needs analysis indicates that subsidized housing represents a low percentage of the total number of housing units in the area or (6) relocating units to an area with a lower concentration of public housing units.
- c. Conduct a housing needs analysis indicating that there is a real need for the housing in the area; and
- d. When developing or substantially rehabilitating six or more Section 8 project-based units, the agency will: (1) advise current residents of the subject properties and representative community groups in the vicinity of the subject property by letter to resident organizations and by public meeting, of the agency's revitalization plan and (2) certify to HUD in its MTW Annual Report that the comments from residents and representative community groups have been considered in the revitalization plan. Documentation evidencing that the agency has met the stated requirements will be maintained at the housing authority and submitted to HUD in its MTW Annual Report.

It is the goal of CHA to select sites for CBRA housing that provide for deconcentrating poverty and expanding housing and economic opportunities. In complying with this goal, the CHA will limit approval of sites for project-based housing in census tracts that have poverty concentrations of 20 percent or less.

However, the CHA will grant exceptions to the 20 percent standard where the CHA determines that the project-based assistance will complement other local redevelopment activities designed to deconcentrate poverty and expand housing and economic opportunities in census tracts with poverty concentrations greater than 20 percent, such as sites in:

- A census tract in which the proposed development will be located in a HUD-designated Enterprise Zone, Economic Community, or Renewal Community;
- A census tract where the concentration of assisted units will be or has decreased as a result of public housing demolition and HOPE VI redevelopment;
- A census tract in which the proposed development will be located is undergoing significant revitalization as a result of state, local, or federal dollars invested in the area;
- A census tract where new market rate units are being developed where such market rate units will positively impact the poverty rate in the area;
- A census tract where there has been an overall decline in the poverty rate within the past five years; or
- A census tract where there are meaningful opportunities for educational and economic advancement.

Additionally, the CHA will strive to get as many CBRA units as possible in stable Charlotte neighborhoods, neighborhoods where there is an active neighborhood revitalization plan and/or neighborhoods along Charlotte's new transportation corridors, including the light rail. Priority will be given to developments that meet one or more of the following goals:

- Located in an area of low crime as determined by local law enforcement;
- Located in an area with access to high-performing public schools; or
- Located in neighborhoods within a mile of one of Charlotte's new transportation corridors, including light rail.

Inspecting Units

The CHA will waive the requirement for an initial HQS inspection on newly constructed project-based units and utilize a Certificate of Occupancy (CO) in lieu of an initial inspection.

Site-Based Administration

CHA's CBRA program will utilize simplified property management practices based on private management/private sector models instead of the traditional public housing authority managed project-based voucher model in order to simplify, streamline and enhance the delivery of management services to CBRA communities. The CHA will delegate to the Owner Entities' professional management companies the full responsibility of administering all aspects of the CBRA program. This includes: waiting list selection and administration, eligibility, admissions, and functions related to continued occupancy to include but not limited to regularly scheduled re-certifications, interim re-certifications and transfer moves, at the property level based on the community's approved tenant selection plan and the CHA's Administrative Plan. The Owner Entities' property management is also authorized to administer grievance processes provided that no cause evictions are not permitted and all policies and practices comply with fair housing and other related requirements.

Lease

The CHA may waive the initial one year lease requirement in Supportive Housing development/programs.

Family Right to Move

CHA has received a waiver of 24 CFR 983.260 Family Right to Move, so that a family will not be offered the opportunity for continued tenant-based rental assistance if they terminate the lease at any time after one year of occupancy. Exceptions to the waiver may be made for:

- Occupancy of a wrong size unit due to change in family composition and property does not have an available unit that meets occupancy standards for the family's size;
- Reasonable accommodation;
- Victims of domestic violence, dating violence, or stalking; and
- Owner refusal to renew the lease without good cause.

Determining Rent to Owner

The CHA has an approved waiver of 24 CFR 983.301 in order to implement a more market competitive determination of rent to owner process for the Community Based Rental Assistance (CBRA) Program in order to:

- Create affordable housing developments through public/private partnerships using market principles that maximize the economic viability and sustainability of CHA's mix-income communities.
- Meet CHA's goals and objectives including but not limited to deconcentrating poverty, expanding housing and economic opportunities
- Facilitate self-sufficiency among low-income families by increasing access to community resources and amenities that improve quality of life.

CHA's determination of rent to owner process may determine contract rents on a project-by-project basis up to 120% of HUDs fair market rents (FMRs) based on independent market study and analysis. Exceptions to the CHA Payment Standards may be granted with Administration approval based on the following factors:

- The quality of the housing regardless of the submarket.
- The location of the housing with respect to its proximity to revitalization/transformation activities and other public development initiatives.
- CHA's de-concentration efforts
- CHA's RAD portfolio conversion

APPENDIX M

**Charlotte Housing Authority
Demolition/Disposition Activity**

| Demolition/Disposition Activity Description |
|--|
| 1a. Development name: Central Office (Held by COCC) |
| 1b. Development (project) number: 3-07 |
| 2. Activity type: Demolition X Disposition ___ Transfer to COCC |
| 3. Application status Approved X Submitted, pending approval Planned application |
| 4. Date application approved, submitted, or planned for submission: 12/31/2016 |
| 5. Number of units affected: None |
| 6. Coverage of action Part of the development X Total development |
| 7. Timeline for activity: a. Actual or projected start date of activity: 2012-2016 b. Projected end date of activity: 2017 |

| Demolition/Disposition Activity Description |
|--|
| 1a. Development name: Tall Oaks |
| 1b. Development (project) number: 3-20 |
| 2. Activity type: X Demolition X Disposition |
| 3. Application status Approved Submitted, pending approval X Currently undergoing RAD review. |
| 4. Date application approved, submitted, or planned for submission: 2012-2016 |
| 5. Number of units affected: 79 |
| 6. Coverage of action Part of the development X Total development |
| 7. Timeline for activity: a. Actual or projected start date of activity: 2012-2016 b. Projected end date of activity: 2016 |

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| Demolition/Disposition Activity Description |
|---|
| 1a. Development name: Hall House |
| 1b. Development (project) number: 3-22 |
| 2. Activity type: Demolition X Disposition |
| 3. Application status Approved Submitted, pending approval X Currently undergoing a RAD transfer of assistance. |
| 4. Date application approved, submitted, or planned for submission: 2017 |
| 5. Number of units affected: 191 |
| 6. Coverage of action Part of the development X Total development |
| 7. Timeline for activity: a. Actual or projected start date of activity: 2015 b. Projected end date of activity: 2017 |

| Demolition/Disposition Activity Description |
|--|
| 1a. Development name: Tarlton Hills |
| 1b. Development (project) number: 3-23 |
| 2. Activity type: X Demolition X Disposition |
| 3. Application status Approved Submitted, pending approval X Planned application |
| 4. Date application approved, submitted, or planned for submission: 2011 – 2017 |
| 5. Number of units affected: 21 |
| 6. Coverage of action Part of the development X Total development |
| 7. Timeline for activity: a. Actual or projected start date of activity: 2014 - 2019 b. Projected end date of activity: 2019 |

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| Demolition/Disposition Activity Description |
|--|
| 1a. Development name: Strawn Apartments |
| 1b. Development (project) number: 3-07 |
| 2. Activity type: Demolition X Disposition |
| 3. Application status Approved X Submitted, pending approval Planned application |
| 4. Date application approved, submitted, or planned for submission 12/31/2016 |
| 5. Number of units affected: 122 |
| 6. Coverage of action X Part of the development Total development |
| 7. Timeline for Activity: a. Actual or projected start date of activity: 2012-2016 b. Projected end date of activity: 2017 |

| Demolition/Disposition Activity Description |
|--|
| 1a. Development name: Strawn Activity Building |
| 1b. Development (project) number: 3-07 |
| 2. Activity type: Demolition X Disposition |
| 3. Application status Approved X Submitted, pending approval Planned application |
| 4. Date application approved, submitted, or planned for submission 12/31/2016 |
| 5. Number of units affected: None |
| 6. Coverage of action X Part of the development Total development |
| 7. Timeline for Activity: a. Actual or projected start date of activity: 2012-2016 b. Projected end date of activity: 2017 |

APPENDIX M

| Demolition/Disposition Activity Description | |
|--|--|
| 1a. Development name: | The Renaissance Child Development Center |
| 1b. Development (project) number: | 3-11 |
| 2. Activity type: | Demolition X Disposition |
| 3. Application status | Approved Submitted X Planned application |
| 4. Date application approved, submitted, or planned for submission | 12/31/2016 |
| 5. Number of units affected: | None |
| 6. Coverage of action | X Part of the development Total development |
| 7. Timeline for Activity: | |
| a. Actual or projected start date of activity: | 2016 |
| b. Projected end date of activity: | 2017 |

Appendix N

| 2017 IMPROVEMENT PROJECTS LIST (Draft-by site) 7/28/16 | |
|---|------------------------|
| Site Name | ESTIMATED COSTS |
| Autumn Place Total | \$ 1,497,409 |
| Cedar Knoll Total | \$ 10,538 |
| Charlottetown Total | \$ 25,050 |
| Claremont Total | \$ 35,000 |
| Edwin Towers Total | \$ 462,370 |
| Fairmarket Sq Total | \$ 137,244 |
| Gladedale Total | \$ 4,143,202 |
| Glen Cove Total | \$ 965,501 |
| Leafcrest Total | \$ 75,122 |
| Mallard Ridge Total | \$ 111,296 |
| McAlpine Terr Total | \$ 179,181 |
| McMullen Woods Total | \$ (15,836) * |
| Meadow Oaks Total | \$ 10,000 |
| Robinsdale Total | \$ 26,350 |
| Savanna Woods Total | \$ 100,000 |
| seneca Woods Total | \$ 165,656 |
| Southside Homes Total | \$ 196,769 |
| Sunridge Total | \$ 510,445 |
| Tarlton Hills Total | \$ 790,095 |
| Victoria Square Total | \$ 5,940 |
| Wallace Woods Total | \$ 45,685 |
| Woodlawn House Total | \$ 1,128,438 |
| Grand Total | \$ 10,605,455 |

*Credit from EMG's Needs Assessment for completed work.

HCV HOMEOWNER'S PROGRAM HARDSHIP POLICY

CHA acknowledges that homeowners participating in the CHA's Housing Choice Voucher Homeownership Program may incur extraordinary maintenance expenses. An extraordinary maintenance expense is defined as one that is not covered by any insurance or warranties and is greater than \$3,000 per occurrence; the homeowner may request a temporary hardship waiver and temporary housing assistance payment adjustment. A temporary hardship waiver and temporary housing assistance payment may not exceed 90 days. Upon completion of the hardship, the homeowner is required to repay the amounts suspended. A homeowner may not request more than three hardship waivers and temporary housing assistance payments during the 15-year term of HAP assistance, and may not make more than one hardship request over any one five year period.

A hardship waiver request form may be obtained at the CHA's Housing Choice Voucher office. Homeowner's must make their request for hardship review including documentation of the qualified expense no later than thirty (30) calendar days after the receipt of an invoice.

All hardship requests are subject to review and approval by the CHA's Hardship Review Committee.

APPENDIX P Statement of Family Obligations

HOUSING CHOICE VOUCHER (HCV) HOMEOWNERSHIP PROGRAM STATEMENT OF HOMEOWNER OBLIGATIONS LOCAL ADDENDUM

CHARLOTTE HOUSING AUTHORITY

The Family Must:

- Agree to use the home as their sole residence. Use of the home as rental property would constitute a violation of the HCV family obligations and will lead to the family's termination from the HCV Homeownership Program.
- Enter into this (CHA's) Statement of Homeowner Obligations, as well as HUD's Statement of Homeowner Obligations, and comply with the provisions of both documents.
- Meet HUD's first time homebuyer definition.
- Meet all eligibility criteria as specified in CHA's HCV administrative plan.
- Sign a release allowing CHA, counselors, realtors, and participating lenders to exchange information on the borrower. This information may relate to initial home purchase, loan servicing, future sale or refinancing of a home.
- Secure financing for the home purchase, subject to CHA review and approval of loan product(s) to be used.
- Comply with all CHA, FHA, Fannie Mae AND lender requirements, as applicable.
- Be able to make the monthly payment of the family's portion of the mortgage as stipulated in the mortgage.
- The family will be eligible for a financial maintenance housing assistance payments adjustment if the family requests and qualifies for a hardship under the CHA HCV homeownership policy.
- The family must report any family composition change which increases the family size. The new family member must meet HUD's and CHA's qualifications for passing a criminal background check.
- Be able to provide a cash down payment of at most 3% of the purchase price of the home, with at least 1% coming from the family's personal resources.
- Report progress in locating a home for purchase monthly to CHA's Homeownership Manager.

APPENDIX P Statement of Family Obligations

- Enter into a legal sales contract with a seller to purchase a home.
- CHA must be notified within 48 hours of an acceptance of an offer to purchase a home in order to schedule a Housing Quality Standards (HQS) or Uniform Physical Condition Standards (UPCS) inspection of the home.
- Secure and hire an independent, qualified professional home inspector to inspect the home and report findings to CHA.
- Agree to maintain the condition of the home to comply with HUD Housing Quality Standards (HQS) or Uniform Physical Condition Standards (UPCS).
- Disclose any changes in family income or composition immediately to CHA.
- Document at quarterly FSS conference that the family is current on mortgage, insurance, escrow accounts, repair reserve account, and utility payments.
- Acknowledge that the family may only deduct a percentage of the mortgage interest and real estate taxes that is equal to the percentage of the homeownership expenses covered by the family during the tax year for the purpose of filing the IRS long form (per the IRS Opinion Letter and HUD guidance).
- Maintain continuous employment in order to meet mortgage payment obligations. In cases where the family is an elderly or disabled family, this provision may not apply.
- Acknowledge that termination of assistance for failure to comply will follow the termination process as stipulated in HUD's HCV rental assistance regulations and CHA's HCV homeownership administrative plan.
- Acknowledge that the family becomes obligated for the whole mortgage payment in the event of termination of assistance.
- Acknowledge that the subsidy from CHA will be made for a period not to exceed fifteen (15) years or until the MTW agreement expires. In the event that the MTW agreement does not renew, the rules and statutes for the HUD definition of the homeownership will be enforced and the family will be called in for re-examination for program eligibility.
- The homeownership assistance payment will be made directly to the lending institution and the family will be responsible for making their payment directly to the lending institution.
- CHA must be notified within 48 hours of an acceptance of an offer to purchase a home in order to schedule a HQS inspection of the home.

APPENDIX P Statement of Family Obligations

- Agree that the family must notify CHA of a sale or refinance of the home within 30 days prior to the sale or refinance.
- CHA will not impose or enforce any requirement for the recapture of voucher homeownership assistance on the sale or refinancing of a home purchased with assistance under the homeownership program.
- Notify CHA immediately of any late payments, delinquent notices or default notices, and must agree to participate in default counseling with a designated agency to become current on the loan.
- Agree that while receiving homeownership assistance, no family member may have any ownership interest in any other residential property.
- Agree to attend any identified financial, homeowner or post-purchase training during the time of assistance at the discretion of CHA.
- The family may be terminated from the HCV Homeownership Program if any of the following program violations occur: use of the property for illegal drug activity, sub-leasing or renting the home, failed criminal background checks and failure to pay the family's portion of the mortgage.

Applicant Signature

Date

CHA Representative

Date



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-5000

APR 10 2015

OFFICE OF PUBLIC AND INDIAN HOUSING

Mr. Larry H. Padilla
Chief Operations Officer
Charlotte Housing Authority
400 East Boulevard
Charlotte, NC 28203

RECEIVED

APR 13 2015

ChidOw,.. ..er

OPERATIONS DIVISION

CHARLOTTE HOUSING AUTHORITY

Dear Mr. Padilla:

On March 27, 2015, you submitted a request on behalf of the Charlotte Housing Authority (CHA-NC003) to waive certain requirements under the Housing Choice Voucher (HCV) program so that the HUD-Veterans Affairs Supportive Housing (VASH) program could comport with the CHA's Moving to Work (MTW) Agreement. Section II (*Special Rules for the HUD-VASH Voucher Program*) of the *Implementation of the HUD-VASH Program* (Operating Requirements) published in the Federal Register on March 23, 2012, allows for alternative requirements necessary for the effective delivery and administration of these vouchers. Section II.j. (*MTW Agencies*) states that HUD-VASH vouchers must be administered in accordance with the Operating Requirements and are not eligible for fungibility under a public housing agency's MTW Agreement.

In reviewing your request, the standard applied is a straightforward one: HUD-VASH assistance must always be administered in accordance with the Operating Requirements, the statutory provisions governing this assistance (in particular, the requirements contained in the applicable Appropriations Act), and any other HUD-VASH voucher requirements (i.e., any supplemental requirements that are established in addition to those stated in the Operating Requirements). If a MTW Agreement provision is inconsistent with the HUD-VASH requirements, the latter requirements prevail with respect to administration of these vouchers.

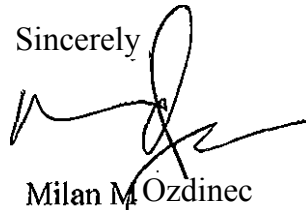
Specifically, the CHA requested to operate its allocation of HUD-VASH vouchers in accordance with one MTW provision. Specifically, you requested to conduct reexaminations biennially while continuing to make interim adjustments for changes in income, expenses and household composition. In reviewing this request, HUD has determined that this MTW provision does not conflict with the HUD-VASH voucher requirements (particularly those involving eligibility, admission and continued assistance for HUD-VASH veterans). Therefore, the CHA may apply this provision of its MTW agreement.

Please note that in accordance with Sections II.j. and III of the Operating Requirements, MTW agencies are required to use the regular form HUD-50058 for HUD-VASH families when reporting into the public and Indian Housing Information Center (PIC), not the for HUD-50058 MTW. At your request, and since the CHA will be operating its HUD-VASH program in accordance with a part of its MTW Agreement, CHA may report these families on the form HUD-50058 MTW.

Your HUD-VASH program will be monitored through PIC reporting, VMS and information provided by the Department of Veterans Affairs. HUD reserves the right to withdraw or modify this approval at any time if, in HUD's determination, the MTW alternative requirements are having a negative impact on the veterans receiving assistance under the HUD-VASH program.

Should you wish to discuss this matter further, please contact Phyllis Smelkinson, Housing Program Specialist, Housing Voucher Management and Operations Division, at (202) 402-4138.

Sincerely

A handwritten signature in black ink, appearing to read 'Milan M. Ozdinec', with a stylized, flowing script.

Milan M. Ozdinec
Deputy Assistant Secretary
for Public and Indian Housing

Appendix R

Rental Assistance Demonstration (RAD) Significant Amendment

N/A (CHA has already secured approval for RAD Conversion)

Appendix S

RAD Portfolio Breakdown

| Group ID | Project # | | # of RAD PBV Units | Total # of Units |
|----------|-----------|---------------------------------|-----------------------|---------------------|
| 1 | 1 | Tall Oaks | 81 | 81 |
| 2 | 2 | Hall House | 0 | 191 |
| | 3 | Woodlawn House (template) | 104 | 104 |
| | 4 | Prosperity Creek | 156 | 168 |
| | 5 | Steele Creek | 120 | 120 |
| 3A | 11 | Parktowne Terrace II (Template) | 163 | 163 |
| | 6 | Fairmarket Square | 16 | 60 |
| | 7 | Glen Cove | 10 | 50 |
| | 8 | Hampton Creste | 60 | 213 |
| | 9 | McAlpine | 26 | 113 |
| | 10 | McMullen Woods | 21 | 55 |
| | 11 | Seneca Woods | 17 | 49 |
| | 12 | Strawn Apartments II | 170 | 170 |
| | 13 | McCreesh Place II | 63 | 63 |
| | 14 | Moore Place | 34 | 34 |
| 3B | 16 | Autumn Place (Template) | 68 | 68 |
| | 17 | Cedar Knoll | 49 | 49 |
| | 18 | Claremont | 50 | 50 |
| | 19 | Gladedale | 49 | 49 |
| | 20 | Leafcrest | 48 | 48 |
| | 21 | Mallard Ridge | 35 | 35 |
| | 22 | Meadow Oaks | 32 | 32 |
| | 23 | Robinsdale | 29 | 29 |
| | 24 | Savanna Woods | 49 | 49 |
| | 25 | Sunridge | 44 | 44 |
| | 26 | Tarleton Hills | 50 | 50 |
| | 27 | Victoria Square | 31 | 31 |
| | 28 | Wallace Woods | 47 | 47 |
| 3C | 33 | 940 Brevard (Template) | 40 | 100 |
| | 29 | Arbor Glen 50 | 25 | 50 |
| | 30 | Arbor Glen I | 60 | 144 |
| | 31 | Arbor Glen II | 40 | 91 |
| | 32 | Arbor Glen III | 12 | 23 |
| | 34 | Montgomery Gardens | 20 | 76 |
| | 35 | Nia Point | 29 | 81 |
| | 36 | Springfield Gardens | 22 | 81 |
| | 37 | The Park at Oaklawn | 89 | 178 |
| 3D | 44 | Seigle Point Apartment Homes | 102 | 204 |
| | 38 | Ashley Park | 22 | 176 |
| | 39 | Boulevard Seniors | 90 | 110 |
| | 40 | Boulevard II | 31 | 31 |
| | 41 | First Ward Place | 132 | 283 |

Appendix S

RAD Portfolio Breakdown

| Group ID | Project # | | # of RAD PBV Units | Total # of Units |
|----------|-----------|------------------------------|-----------------------|---------------------|
| | 42 | McAden Park | 30 | 60 |
| | 43 | South Oak Crossing | 20 | 192 |
| | 45 | Rivermere | 20 | 192 |
| | 46 | SpringCrest at Ashley Park | 18 | 50 |
| | 47 | Stonehaven East | 24 | 240 |
| | | | | |
| 4* | 48 | Charlottetown | 161 | 161 |
| | 49 | Edwin Towers | 176 | 176 |
| | 50 | Southside Homes | 392 | 392 |
| | | | | |
| 2017 | 51 | Residences at Renaissance II | 67 | 150 |
| 2017 | 52 | Dillehay Courts | 136 | 136 |
| | | | 3380 | 5592 |

Appendix T

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

| Part I Summary | | | | | |
|---|--|--|----------------------|--------------------------------|---|
| PUA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: NC19P00350116 Replacement Housing Factor Grant No: Date of CFFP: 12/29/2011 | | | FFY of Grant: 2016 FFY of Grant Approval: |
| Type of Grant <input type="checkbox"/> Original Annual Statement, Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Endin: <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Final Performance and Evaluation Report | | | | | |
| Line | Summary by Development Account | Total Estimated Cost | | Total Actual Cost ¹ | |
| | | Original | Revised ² | Obligated | Expended |
| I | Total non-CFP Funds | | | | |
| 2 | 1406 Operations (may not exceed 20% of line 21) ³ | \$ - | | | |
| 3 | 1408 Management Improvements | - | | | |
| 4 | 1410 Administration (may not exceed 10% of line 21) | 411,642.00 | | | |
| 5 | 1411 Audit | | | | |
| 6 | 1415 Liquidated Damages | - | | | |
| 7 | 1430 Fees and Costs | - | | | |
| 8 | 1440 Site Acquisition | - | | | |
| 9 | 1450 Site Improvement | - | | | |
| 10 | 1460 Dwelling Structures | - | | | |
| II | 1465.1 Dwelling Equipment Nonexpendable | - | | | |
| 12 | 1470 Non-dwelling: Structures | - | | | |
| 13 | 1475 Non-dwelling: Equipment | - | | | |
| 14 | 1485 Demolition | - | | | |
| 15 | 1492 Moving to Work Demonstration | 2,901,366.50 | | | |
| 16 | 1495.1 Relocation Costs | - | | | |
| 17 | 1499 Development Activities ⁴ | - | | | |
| 18a | 1501 Collateralization or Debt Service paid by the PHA | - | | | |
| 18b | 9000 Collateralization or Debt Service paid Via System of Direct Payment | 803,414.50 | | | |
| 19 | 1502 Continuing - v (may not exceed 8% of line 20) | - | | | |
| 20 | Amount of Annual Grant: (sum of lines 2 - 19) | \$ 4,116,423.00 | \$ - | \$ - | \$ - |
| 21 | Amount of line 20 Related to LBP Activities | - | | | |
| 22 | Amount of line 20 Related to Section 504 Activities | - | | | |
| 23 | Amount of line 20 Related to Security - Soft Costs | - | | | |
| 24 | Amount of line 20 Related to Security - Hard Costs | - | | | |
| 25 | Amount of line 20 Related to Energy Conservation Measures | - | | | |

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.


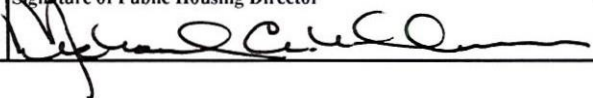
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here

Appendix T

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

| | | | | |
|--|---|--|---|--|
| Part I Summary | | | | |
| PHA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: NC 19P0035016 Replacement Housing Factor Grant No: Date of CFFP: 12/29/2011 | | FFY of Grant 2016 FFY of Grant Approval: |
| Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report | | | | |
| Line | Summary by Development Account | Total Estimated Cost | | Total Actual Cost ¹ |
| | | Original | Revised ² | Obligated Expended |
| | Signature of Executive Director | Date | Signature of Public Housing Director | Date |
| |  | 6/26/16 |  | 7/2/16 |

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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/2011

| Part II: Supporting Pages | | | | | | | | |
|---|---|--|----------|----------------------|----------------------|-------------------------------|-----------------------------|----------------|
| PUA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: NC19P00350116 CFFP (Yes/No): Yes Replacement Housing Factor Grant No: | | | | Federal FFY of Grant: 2016 | | |
| Development Number Name/PHA-Wide Activities | General Description of Major Work Categories | Development Account No. | Quantity | Total Estimated Cost | | Total Actual Cost | | Status of Work |
| | | | | Original | Revised ¹ | Funds Obligated ² | Funds Expended ² | |
| PHA-Wide | Administration | 1410 | LS | 411,642.00 | | | | |
| PHA-Wide | Moving into Work Demonstration | 1492 | LS | 2,901,366.50 | | | | |
| PHA-Wide | Collateralization or Debt Service paid VIA System of Direct Payment | 9000 | LS | 803,414.50 | | | | |
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| | | | | | | | | |
| | | | | | | | | |
| | Grant TOTAL | | | 4,116,423.00 | | | | |

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement

²To be completed for the Performance and Evaluation Report

Appendix T

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

| Part I Summary | | | | | |
|---|--|--|----------------------|--------------------------------|--|
| PHA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: NC19R00350116 Date of CFFP: 12/29/2011 | | | FFY of Grant 2016 FFY of Grant Approval: |
| Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period End in: <input type="checkbox"/> Final Performance and Evaluation Report | | | | | |
| Line | Summary by Development Account | Total Estimated Cost | | Total Actual Cost ¹ | |
| | | Original | Revised ² | Obligated | Expended |
| 1 | | | | | |
| 2 | 1406 Operations (may not exceed 20% of line 21) ¹ | \$ - | | | |
| 3 | 1408 Management Improvements | - | | | |
| 4 | 1410 Administration (may not exceed 10% of line 21) | - | | | |
| 5 | 1411 Audit | - | | | |
| 6 | 1415 Liquidated Damages | - | | | |
| 7 | 1430 Fees and Costs | - | | | |
| 8 | 1440 Site Acquisition | - | | | |
| 9 | 1450 Site Improvement | - | | | |
| 10 | 1460 Dwelling Structures | - | | | |
| 11 | 1465.1 Dwelling: Improvement/Nonextendable | - | | | |
| 12 | 1470 Non-dwelling: Structures | - | | | |
| 13 | 1475 Non-dwelling: Equipment | - | | | |
| 14 | 1485 Demolition | - | | | |
| 15 | 1492 Moving to Work Demonstration | - | | | |
| 16 | 1495.1 Relocation Costs | - | | | |
| 17 | 1499 Development Activities ¹ | | | | |
| 18a | 1501 Collateralization or Debt Service paid by the PHA | - | | | |
| 18b | 9000 Collateralization or Debt Service paid Via System of Direct Payment | 120,638 | | | |
| 19 | 1502 Contingency (may not exceed 8% of line 20) | - | | | |
| 20 | Amount of Annual Grant: (sum of lines 2 - 19) | \$ 120,638 | \$ - | \$ - | \$ - |
| 21 | Amount of line 20 Related to LBP Activities | - | | | |
| 22 | Amount of line 10 Related to Section 504 Activities | - | | | |
| 23 | Amount of line 20 Related to Security - Soft Costs | - | | | |
| 24 | Amount of line 20 Related to Security - Hard Costs | - | | | |
| 25 | Amount of line 20 Related to Energy Conservation Measures | - | | | |

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

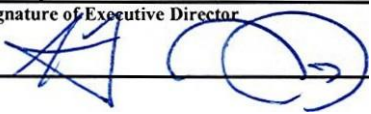
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Appendix T

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

| | | | |
|---|--------------------------------|--|--------------------------------|
| Part Summary | | | |
| PHA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: NC19R00350116 Date of CFFP: 12/29/2011 | |
| | | FFY of Grant 2016 FFY of Grant Approval: | |
| Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report | | | |
| Line | Summary by Development Account | Total Estimated Cost | Total Actual Cost ¹ |
| | | Original | Revised ² |
| Signature of Executive Director | | Signature of Public Housing Director | Obligated Expended |
|  | | Date 6/26/16 | Date C..t .<20 1111.p |

Appendix T

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 Expires 4/30/2011

| Part II: Supporting Pages | | | | | | | | |
|---|---|---|----------|----------------------|----------------------|---------------------------------|--------------------------------|----------------|
| PHA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: CFFP (Yes/No): Yes Replacement Housing Factor Grant Ne NCI9R00350116 | | | | Federal FFY of Grant: 2016 | | |
| Development Number Name/PHA-Wide Activities | General Description of Major Work Categories | Development Account No. | Quantity | Total Estimated Cost | | Total Actual Cost | | Status of Work |
| | | | | Original | Revised ¹ | Funds Obligated ² | Funds Expended ² | |
| | Debt Service paid Via System of Direct | 9000 | LS | \$120,638 | | | | |

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

² To be completed for the Performance and Evaluation Report

Appendix T

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
 Expires 4/30/2011

| Part I: Summary | | | | | |
|---|--|--|-----------|--------------------------------|---|
| PHA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: NC19R00350216 Date of CFFP: 12/29/2011 | | | FFY of Grant: 2016 FFY of Grant Approval: |
| Type of Grant <input checked="" type="checkbox"/> Original Annual Statement - Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Endin: <input checked="" type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report | | | | | |
| Line | Summary by Development Account | Total Estimated Cost | | Total Actual Cost ¹ | |
| | | Original | Revised Z | Obligated | Expended |
| I | | | | | |
| 2 | 1406 01 "Prations (may not exceed 20% of line 21) ³ | \$ - | | | |
| 3 | 1408 Management Improvements | - | | | |
| 4 | 1410 Administration (may not exceed 10% of line 21) | - | | | |
| 5 | 1411 Audit | - | | | |
| 6 | 1415 Liquidated Damages | - | | | |
| 7 | 1430 Fees and Costs | - | | | |
| 8 | 1440 Site Acquisition | - | | | |
| 9 | 1450 Site Improvement | - | | | |
| 10 | 1460 Dwelling Structures | - | | | |
| II | 1465.1 Dwelling: Equipment- Nonexpendable | - | | | |
| 12 | 1470 Non-dwelling: Structures | - | | | |
| 13 | 1475 Non-dwelling: Equipment | - | | | |
| 14 | 1485 Demolition | - | | | |
| 15 | 1492 Moving to Work Demonstration | - | | | |
| 16 | 1495.1 Relocation Costs | - | | | |
| 17 | 1499 Development Activities | | | | |
| 18a | 1501 Collateralization or Debt Service paid by the PHA | - | | | |
| 18b | 9000 Collateralization or Debt Service paid Via System of Direct Payment | 624,195 | | | |
| 19 | 1502 Contingency (may not exceed 8% of line 20) | - | | | |
| 20 | Amount of Annual Grant: (sum of lines 2 - 19) | \$ 624,195 | \$ - | \$ - | \$ - |
| 21 | Amount of line 20 Related to LBP Activities | - | | | |
| 22 | Amount of line 20 Related to Section 504 Activities | - | | | |
| 23 | Amount of line 20 Related to Security - Soft Costs | - | | | |
| 24 | Amount of line 20 Related to Security - Hard Costs | - | | | |
| 25 | Amount of line 20 Related to Energy Conservation Measures | - | | | |

¹ To be completed for the Performance and Evaluation Report

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Appendix T

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

| | | | | | |
|--|--------------------------------|--|----------------------|--------------------------------|--|
| Part I: Summary | | | | | |
| PHA Name: Housing Authority of the City of Charlotte | | Grant Type and Number Capal Fund Program Grant No: Date of CFFP: <u>12/29/2011</u> | | | FFY of Grant 2016 FFY of Grant Approval: |
| Type of Grant <input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Endini:: <input type="checkbox"/> Final Performance and Evaluation Report | | | | | |
| Line | Summary by Development Account | Total Estimated Cost | | Total Actual Cost ¹ | |
| | | Original | Revised ² | Obligated | Expended |
| Signature of Public Housing Director | | | Date | | |

Appendix T: Annual Statement/Performance and Evaluation Report

Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/2011

Part II: Supporting Pages

Appendix U



OFFICE OF PUBLIC HOUSING

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Special Applications Center
77 W. Jackson Blvd., Room 2401
Chicago, Illinois 60604-3507
Phone: (312) 353-6236 Fax: (312) 886-6413

January 12, 2017

Mr. A. Fulton Meachem, Jr.
Executive Director
Charlotte Housing Authority
400 East Boulevard
Charlotte, NC 28203 - 4209

Dear Mr. Meachem:

The U.S. Department of Housing and Urban Development's (Department) Special Applications Center (SAC) reviewed the Charlotte Housing Authority's (CHA) application for the disposition of 1.25 acres of vacant at Boulevard Homes, NC003000011. The SAC received application DDA0007824 on November 28, 2016, via the Inventory Management System/Public and Indian Housing Information Center (IMS/PIC) system. The application was discontinued on December 6, 2016 due to a missing environmental review. The application was resubmitted on December 21, 2016. Supplemental information was received through December 27, 2016. On January 3, 2017, the CHA requested a correction to the condition language. The SAC clarified and restated the Department's December 28, 2016. On January 9, 2017, the CHA requested additional changes it did not include in its January 3, 2017 request.

Office of Public Housing and Fair Housing and Equal Opportunity Certification

The HUD Greensboro Office of Public Housing (OPH) performed the Environmental Review (ER) in accordance with 24 CFR part 50 on December 19, 2016 for the proposed disposition action.

Under 24 CFR 970.7(a)(1), in order for a demolition or disposition application to be approved after November 24, 2006, the effective date of this regulation, a Public Housing Agency (PHA) must provide a certification that the PHA has described the demolition or disposition in the PHA Annual Plan and timetable under 24 CFR part 903, and that the description in the PHA Annual Plan is identical to the application submitted pursuant to this part and otherwise complies with Section 18 of the Act (42 U.S.C. 1437p) and this part. The CHA submitted Moving to Work Plan to the Greensboro OPH on January 3, 2013, which includes a description of the proposed disposition action at the development. The HUD Greensboro OPH approved the MTW Plan on April 3, 2013.

Development History, Description and Proposed Removal Action

The CHA has received the following Inventory Removal approval at the development:

| PIC Application | Removal Type | Number of Units Approved | Number of Acres Approved | Date of Approval |
|-----------------|-----------------|--------------------------|--------------------------|------------------|
| DDA0003448 | Demolition | 301 | - | 07/30/09 |
| DDA0004564 | Dispo Subpart F | - | 1.84 | 05/04/12 |
| DDA0004902 | Dispo Subpart F | - | 4.39 | 12/11/12 |
| DDA0005593 | Dispo Subpart F | - | 12.45 | 01/16/15 |
| DDA0005621 | Dispo Subpart F | - | 8.62 | 05/05/15 |

The CHA proposed the disposition of 1.25 acres of vacant at Boulevard Homes, NC003000011. Details of the proposed disposition are as follows:

| Boulevard Homes, NC003000011 | |
|------------------------------|-------------|
| Existing Land | 1.253 Acres |
| Proposed Land | 1.253 Acres |

Disposition Justification, Method of Sale, Valuation and Use of Proceeds

The CHA proposed the disposition based on 24 CFR 970.17(d), and has certified in Exhibit A: Reason for Removal of the PHA Certification of Compliance that the disposition of the property is incidental to, or does not interfere with, continued operation of the remaining portion of the project.

The CHA has been in the process of redeveloping the Boulevard Homes (now known as The Renaissance) pursuant to a HOPE VI grant. The plan included the development of mixed income housing, a community center and a child development center (CDC) as of Cradle to Career Education Village development model. The CHA has completed the housing and community center development. Pursuant to disposition approval DDA0005621, a new K through 8th grade school is being built on former CHA land. The CHA now proposes to convey the final remaining 1.253-acre parcel for the development of the CDC. The CHA proposed the disposition via a negotiated sale at less than FMV to the Renaissance West Community Initiative (RWCI) or its affiliate, via a 65-year ground lease at \$1,000 per year. The CHA submitted an appraisal with the application. The T.B. Harris and Associates an independent appraisal firm, determined the Fair Market Value (FMV) to be \$156,000, as of August 22, 2016. As required by 24 CFR 970.19(d), the Department has determined that this method of valuation is acceptable to establish an estimate of the FMV for the subject property. The Department allows disposition of property for less than FMV (where permitted by law), if the activity provides commensurate public benefits to the community, the PHA or the federal government. The accredited early childhood development center will primarily serve 125-200 children and supported with parental education, support services, office and clinical space and social services. The facility will give priority placement to residents. The YMCA and RWCI raised private financing to finance the construction of the facility. \$1,035,000 in HOPE VI funding was approved to be set aside as an endowment trust to provide child care subsidies (scholarships) on an on-going basis to the participating public housing families. These scholarships will allow public housing children to

attend at no cost until receipt of assistance from Child Care Resources. The creation of a learning campus will create a unique showcase in Charlotte designed to break the intergenerational cycle of poverty for public housing residents by wrapping the families and their children in services and educational opportunities. Therefore, although the negotiated sale price is less than FMV, because of the benefits arising from the negotiated sale, it is in the best interest of the public housing residents and the PHA, and will result in a commensurate public benefit, as required in 24 CFR 970.19 and the disposition is in accordance with and meets the requirements 24 CFR 970.17(d). The HUD Office of Public Housing Investments (OPHI) concurred that the proposed disposition is in conformance with the HOPE VI Revitalization grant.

Resident Consultation

1. Project(s) Specific Resident Organization: N/A
2. PHA-wide Resident Organization: N/A
3. Resident Advisory Board (RAB) in accordance with 24 CFR 903.13: RAB

24 CFR 970.9(a) requires that an application for disposition be developed in consultation with residents who will be affected by the proposed action, any resident organizations for the development, PHA-wide resident organizations that will be affected by the disposition, and the Resident Advisory Board (RAB). The PHA must also submit copies of any written comments submitted to the PHA and any evaluation that the PHA has made of the comments. The proposed disposition of the 1.253 acres to develop a Child Development Center was part of a HOPE VI grant. The CHA hosted a series of resident meetings, including design charrettes, resident trainings and focus groups from June 7, 2007 until the submission of the HOPE VI Grant application. Specifically, meetings were held with the residents regarding the HOPE VI plan on August 25, 2009, September 8 and 22nd, 2009 and October 6, 2009. Meeting announcements, sign in sheets and HOPE VI application narrative were included in the application.

Offer for Sale to the Resident Organization

24 CFR 970.9(b) (1) of the regulation requires that a public housing agency offer the opportunity to purchase the property proposed for disposition to any eligible resident organization, eligible resident management corporation as defined in 24 CFR part 964, or to a nonprofit organization acting on behalf of the residents, if the resident entity has expressed an interest in purchasing the property for continued use as low-income housing. The CHA has chosen not to provide an opportunity based on the exception found in 24 CFR 970.9(b) (3)(ii) "A PHA seeks disposition outside the public housing program to privately finance or otherwise develop a facility to benefit low-income families (e.g., day care center, administrative building, mixed-finance housing under 24 CFR part 905 subpart F, or other types of low-income housing)." The Department concurs with the CHA's determination that it has complied with the requirements of 24 CFR 970.9.

Mayor/Local Government Consultation and Board Resolution

As required by 24 CFR 970.7(a) (14), the application package includes a letter of support from the Honorable Patrick L. McCrory, Mayor of the City of Charlotte, dated January 25, 2009. As required by 24 CFR 970.7(a) (13), the CHA's Board of Commissioners approved the submission of the disposition application for the proposed property on August 16, 2016, via Resolution Number 2261. The last resident consultation was on October 6, 2009.

Approval

The Department has reviewed the application and finds it to be consistent with Section 18 of the Act, and the implementing regulations, 24 CFR part 970, including requirements related to resident consultation and opportunity to purchase the property by the resident organization. Based upon the review, the Department finds that the requirements of 24 CFR part 970 and Section 18 of the Act have been met, the proposed disposition, as described in the application and identified below, is hereby approved.

| Boulevard Homes, NC003000011 | |
|--|--|
| Approved for Disposition: Acres: 1.253 | |
| Acquiring Entity (Rental Units) | Renaissance West Community Initiative |
| Method of Sale | Ground Lease for 65 Years |
| Lease Price | \$1,000 per year |
| Purpose | Development and Operation of a Child Development Center, office and clinical space and space for social services organizations |
| Lot Information: See Exhibit A | |

Conditions

The HUD Greensboro OPH, with concurrence from the HUD Office of the General Counsel (OGC) and Office of Public Housing Investments (OPHI) or their designees, if required, must approve all acquiring entities, terms and conditions in the conveyance of real property, whether in whole or in part, described in this approval. If there are previous land and/or use agreements or encumbrances, other than the Declaration of Trust (DOT), disposition approval and release of the DOT does not circumvent or supersede those obligations.

The approval requires the ground lease between CHA and Renaissance West Community Initiative (or its affiliate): (i) to have a term for at least 30 years; (ii) to require the property to be developed and used primarily as an early childhood development center, and secondarily for office space, clinical space and space for social services organizations who serve residents of The Renaissance community. The ground lease shall also include provisions that provide CHA the right to terminate the ground lease (and the property revert back to CHA) if the property is not used for the purposes described above. The owner shall not convey or transfer the property approved for this disposition without prior approval from the CHA and the Department at any point during the period of use restriction. However, the owner may sublease or assign the property for the purposes described above.

- The Renaissance West Community Initiative shall maintain ownership and operation of the property during the use restriction period. The owner shall not convey or transfer the property approved for this disposition without prior approval from the CHA and the Department at any point during the period of use restriction. However, the owner may sublease or assign the property for the purposes described above;
- A memorandum of the ground lease shall be recorded in a first priority position against the property and it shall describe the permitted uses of the property. The use restrictions shall be covenants that run with the land, and shall bind and inure to the benefit of the parties, their successors and assigns, and every party now or hereafter acquiring any right, title, or interest therein or in any part thereof;
- The ground lease and memorandum of ground lease is subject to the review and approval of the HUD Greensboro OPH (and Field Counsel).

PIC and Monitoring - PHA

In accordance with 24 CFR 970.7(a)(4), the CHA provided the following general timetable based on the number of days major actions will occur following approval of the application:

| Milestone | | Number of Days after Approval |
|-----------|--|-------------------------------|
| A | Begin relocation of residents | - |
| B | Complete relocation of residents | - |
| C | Execution of contract for removal (e.g. sales contract or demolition contract) | 5 |
| D | Actual Removal Action (e.g. demolition or sale closing | 5 |

Any modifications to or deviations for any reason from the general timetable must be reported in writing to the HUD Greensboro OPH within five business days and accompanied by an updated timetable.

In accordance with 24 CFR 970.35 of the regulation, your agency is required to inform the HUD Greensboro OPH of the status of the project (i.e., delays, actual disposition, modification requests or other problems). Within seven days of disposition completion, the CHA must enter the "actual" dates of disposition, directly into the IMS/PIC data system, Inventory Removals sub-module for the HUD Greensboro OPH approval, using the following procedure:

- On the screen, select the appropriate "Development Number", then select "Add Transaction". On the next screen, select the appropriate "Application Number" from the drop-down menu. In the "Action/Closing Date" box, enter the removal date. If the properties in an application were removed on multiple dates, a separate transaction is needed for each action date. The remaining steps are as applicable.
- For removal of land and non-dwelling buildings without PIC building numbers, use "Remove Non Residential Inventory" section. Fill in the number of acres and non-dwelling buildings without PIC building numbers.
- Save the information using the "Save" button. The status of this information is then

displayed as "Draft."

- CHA supervisory staff submits the information to the CHA Executive Director, or the designated final reviewer at the CHA, using the Submission sub tab. The status becomes "Submitted for Review".
- The CHA Executive Director or designee uses the Review sub tab to reject the transaction, which places it in a "Rejected" status, or approves, which places it in a "Submitted for Approval" status.
- If the submission is rejected by HUD, the CHA may modify the information by repeating the previous procedure. If the transaction is rejected, the status becomes "Rejected." If the HUD Greensboro OPH approves the transaction, the status in IMS/PIC permanently changes to "Removed from Inventory (RMI)".

When the disposition is completed in its entirety, please submit a report to the HUD Greensboro OPH confirming the action and certifying compliance with all applicable requirements. Auditable financial statements, expenditures and files for each transaction relative to the action must be maintained, available upon request and forwarded with the final report.

PIC and Monitoring – OPH

It is the Greensboro OPH's responsibility to monitor this activity based on its latest risk assessment. The Greensboro OPH must verify that the actual data is entered in IMS/PIC by the CHA within seven days of disposition.

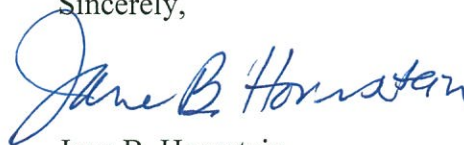
When the PHA submits an Inventory Removal action in IMS/PIC, your Office will be notified seeking inventory removal approval via a PIC system generated email to your designated PIC coach or other person. Below is a sample notification email:

"Subject: Inventory Removal Submittal Notification (HA code)
Inventory removals have been submitted for approval by your office on [submission date] by [HA Code]."

When the above email is received, your Office is responsible for the review and approval or rejection of the PHA's Inventory Removal submission within seven days.

The HUD Greensboro OPH has been informed of this approval. Its staff is available to provide any technical assistance necessary for your agency to proceed with the disposition. As the CHA start the process of implementation, I urge you to continue to maintain an open dialogue with your residents and local officials. If you have to modify your plans, please contact the SAC at SACTA@hud.gov.

Sincerely,



Jane B. Hornstein
Director

cc: Greensboro OPH

Exhibit A: Legal Description*

Being a 1.253-acre portion of the 40.63 acres, more or less, shown on plat or map recorded in Map Book 55, Page 609, Mecklenburg County Registry.

* Sherrod Banks, attorney for the CHA confirmed that the plat reference is accurate and is a valid legal description in the state of NC. The Greensboro Field Office concurred.