

CHARLOTTE HOUSING AUTHORITY

Fiscal Year 2019 Moving
Forward/MTW Annual Plan

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Moving  Forward
Families Advancing to Self-Reliance

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I. INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration program for housing authorities to design and test innovative housing and self-sufficiency initiatives targeted to address local needs. The MTW designation allows The Charlotte Housing Authority (CHA) to waive certain statutes and HUD regulations in order to increase housing choice for low-income families, encourage households to pursue self-sufficiency, and improve administrative and operational cost effectiveness. As a high-performing, innovative and progressive agency, CHA received its MTW designation in 2006. In April 2016, the MTW agreement was extended for an additional ten years through 2028. CHA's MTW designation allows us to test new methods to improve housing services and to better meet the dynamic and everchanging needs of the greater Charlotte-Mecklenburg area.

CHA's MTW success is informed by forward thinking leadership and an ambitious business approach relating to areas of: asset and property management, site development, and services delivery. CHA's MTW designation in short, allows policies to be implemented which reach beyond traditional forms of housing assistance, and allow programs in combination to serve as an onramp for housing stability for families on their path to economic independence, while also supporting and advancing the neighborhoods in which we serve. CHA has branded this local effort Moving Forward, which reflects a combination of shared intent, forward movement and an image of affordable housing that serves as a safety net and platform for rebuilding lives.

In reviewing our MTW plan for fiscal year 2019, it's clear: MTW is an essential part of the agency's day-to-day operations and continues to achieve its mission to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes. This next year, we will strive to continue to:

COMPLETE RENTAL ASSISTANCE DEMONSTRATION (RAD) CONVERSIONS

With CHA's capacity to utilize both MTW flexibilities and RAD program guidelines, a role can be assumed that is more conducive to the competitive private market. Making the move to RAD will continue to enable CHA to achieve major goals while safeguarding long term affordability of units without further burdening clients with increased rental costs in our challenging area market. CHA has converted a total of 3,179 Public Housing units to Project Based Voucher units, and is on schedule to convert 100 percent of unit inventory by end of FY 2019.

UTILIZE QUALITY RESEARCH AND EVALUATION TO DRIVE DECISIONS THAT SHAPE EFFECTIVE, PRACTICAL AGENDAS AND POLICIES

Through close partnerships with the region’s leading research and consulting institutions, CHA looks to further utilize its well-organized data collections and management strategies to produce sound evaluations and impact reports so as to regularly examine MTW policy outcomes to determine if policies: meet the statutory requirements outlined by HUD, and/or can be improved or streamlined. Close partnerships with such great institutions and leaders in their respective fields, allows CHA to design policies that better correspond to shifting needs of our clients and surrounding regional market.

B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES

GOAL

Elevate the Customer Experience by Providing a Culture of Service Excellence.

The CHA has increased capacity to advance a broader range of affordable housing priorities that reach beyond the traditional model of a bricks and sticks public housing operation. CHA will continue to seek efficient outcomes through the high standards of delivery, and with the understanding that excellent customer service is the hallmark of a successful agency. Whether by a virtual visit to the CHA website or various social media platforms, or an in-person visit to CHA headquarters, the CHA will continue to enhance its customer experience by developing and executing a successful system for gathering and responding to customer feedback.

GOAL

Acquire, Develop, and Preserve Diverse Price Point Housing.

An unfortunate by-product of a strong Charlotte economy has been the extreme pressure on the local housing market. This has had a particularly adverse impact on the lowest income populations. As a result, many are relegated to finding housing outside of the city, becoming isolated in areas where there are less job opportunities, access to amenities and transportation options. Understanding that communities are only as sustainable as our vision for the future, CHA seeks to provide leadership to further affordable housing in the long-term, by preserving or creating 850 diverse price point units during a five year 2019 Plan period. MTW flexibility will continue to play a vital role in expanding the supply of permanent mixed-income units in Charlotte by maximizing real estate assets through acquisition, rehabilitation, and development of permanent workforce, market rate, and affordable units in desirable neighborhoods.

GOAL

Create and Enhance Diverse Income Streams to Support CHA’s Mission.

CHA looks to continue its success in leveraging real estate assets to maximize value through additional mixed-income and mixed-use development projects. Through recent organizational transformation and creation of subsidiary companies, CHA will utilize vital expertise in

development, technology, property management, social service provision, and other areas to generate various lines of business on a fee-for-service basis to other government, non-profit, and for-profit entities. With the successful utilization of RAD and MTW flexibilities, CHA can continue to foster innovation and evolve from an agency that was bound to complex and firm HUD rules and regulations, to a visionary agency that is able to better compete in the area's competitive market.

GOAL

Develop and Maintain Meaningful Mutually Beneficial External Partnerships that Further CHA's Mission.

This new CHA structure will allow the organization the versatility it needs to use resources more flexibly, and enter into partnerships that are more mutually beneficial. In 2019, the CHA is even more uniquely positioned in the Charlotte metro region to strategically engage in cross-sector partnerships with allies in education, health, social services, and workforce development to better ensure the impact of social investments for CHA clients are maximized. With these coordinated efforts, the multiple barriers which often exist on the road to self-sufficiency can be better addressed.

GOAL

Implement a Communication Strategy That Educates the Public on CHA's Transformation and Engages Stakeholders in Advocacy Efforts that Further CHA's Mission.

As CHA no longer functions like a traditional public housing authority, effective engagement will entail clarification of common misconceptions surrounding public housing, what an innovative agency can offer a growing community in the 21st century, and how the agency and its clients are an integral part of Charlotte's larger social, economic, and physical fabric. The enhanced communication strategy is meant to reach a more diverse and broader-based public and to more effectually explain the complexity and the standing of the affordable housing problem in Charlotte.

GOAL

Acquire, Retain and Develop Top Talent.

As a viable competitor in the talent market, CHA must focus on rapidly developing its workforce skills and the capabilities of emerging leadership candidates to shape top talent. Our talent management efforts will focus on acquiring, retaining and developing the necessary talent to achieve our goals. To this end, CHA would focus on four talent management initiatives: we will recruit a diverse workforce that will meet the needs of the organization; we will provide comprehensive development and engagement programs to help staff and managers attain professional growth and accomplish their goals; we will provide the necessary tools that prepare our staff for internal and external environmental changes; and we will ensure our compensation and performance management processes align with staff performance with organizational goals.

II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION



A. HOUSING STOCK INFORMATION

PLANNED NEW PUBLIC HOUSING UNITS

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# of Uniform Federal Accessibility Standards (UFAS) Units
	0/1	2	3	4	5	6+			Fully Accessible
N/A	0	0	0	0	0	0	0	N/A	0
N/A	0	0	0	0	0	0	0	N/A	0
N/A	0	0	0	0	0	0	0	N/A	0

Total Public Housing units to be added in the plan year: 0

PLANNED PUBLIC HOUSING UNITS TO BE REMOVED

PROPERTY NAME	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Dillehay Courts	136	Will be converted to PBV vouchers through RAD process by end of year 2019.

Total Public Housing units to be removed in the plan year: 136

PLANNED NEW PROJECT BASED VOUCHERS

PROPERTY NAME	NUMBER OF Vouchers to be Project-Based	EXPLANATION FOR REMOVAL
Dillehay Courts	136	Will be converted to PBV vouchers through RAD process by end of year 2019.

Total Public Housing Units to be newly Project Based: 136



PLANNED EXISTING PROJECT BASED VOUCHERS

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
940 Brevard	100	yes,40	Senior
Arbor Glen 50	25	yes,25	Family
Arbor Glen I	60	yes,60	Senior, Family
Arbor Glen II	40	yes,40	Family
Arbor Glen III	12	yes,12	Family
Ashley Square @ SouthPark	36	yes,22	Family/Mixed Income
Autumn Place	68	yes,68	Senior
Cedar Knoll	49	yes,49	Family
Charlottetown Terrace	161	yes,161	Disabled
Cherry Gardens	11	No	Senior
Claremont	50	yes,50	Family
Edwin Towers	176	yes,176	Senior
Everett House	10	No	Disabled/Supportive
Fairmarket Square	16	yes,16	Family/Mixed Income
First Ward	132	yes,132	Family/Mixed Income
Gladedale	49	yes,49	Family
Glen Cove	10	yes,10	Mixed Income
Hall House	0	0	Vacant pending revitalization
Hampton Creste	60	yes,60	Mixed Income/Supportive
Leafcrest	48	yes,48	Family
Mallard Ridge	35	yes,35	Family
McAden Park	60	yes,30	Family, Mixed Income
McAlpine Terrace	26	yes,26	Senior/Mixed Income
McCreesh Place	88	yes,63	Supportive
McMullen Woods	21	yes,21	Family/Mixed Income
Meadow Oaks	32	yes,32	Family
Mill Pond	51	No	Mixed Income
Montgomery Gardens	20	yes,20	Family/Mixed Income
Moore Place I & II	86	yes,34	Family/Mixed Income/Supportive
Nia Point	29	yes,29	Family/Mixed Income
Park at Oaklawn	89	yes,89	Family/Mixed Income
Parktowne Terrace	163	yes,163	Family/Mixed Income
Prosperity Creek	156	yes,156	Senior
Residences at Renaissance I	31	yes,31	Family/Mixed Income
Residences at Renaissance II	15	No	Family/Mixed Income
Retreat at Renaissance	90	yes,90	Senior
Robinsdale	30	yes,30	Family/Mixed Income
Savanna Woods	49	yes,49	Family
Seigle Point	120	yes,102	Family/Mixed Income
Seneca Woods	17	yes,17	Family/Mixed Income
South Oak Crossing	20	yes,20	Family/Mixed Income
Southside Homes	392	yes,392	Family/Mixed Income
Springcroft @ Ashley Park (SR)	36	yes,18	Senior

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Steele Creek Seniors	120	yes,120	Senior/Mixed Income
Stonehaven East	24	yes,24	Family
Strawn Cottages	0	0	Demolished pending revitalization
Strawn Tower	170	yes,170	Senior
Sunridge	44	yes,44	Family
Tarlton Hills	50	yes,50	Family/Mixed Income
Victoria Square	31	yes,31	Family
Wallace Woods	48	yes,48	Family
YWCA Families Together	10	No	Supportive/Family
Woodlawn House	104	yes,104	Senior
Landing at Park Road	92	No	Senior
Oaks at Cherry	81	yes,81	Family
Springfield Gardens	22	yes,22	Senior

Planned Existing Project Based Vouchers: 3,565

PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED DURING THE PLAN YEAR

Planned other changes to MTW housing stock anticipated during the plan year: 0

GENERAL DESCRIPTION OF ACTUAL CAPITAL FUND EXPENDITURES DURING PLAN YEAR 2019

In 2019, CHA's lone public housing property has planned projects utilizing Capital Fund Expenditures. The properties will undergo numerous upgrades, but for the purposes of reporting and in relation to capital funds, can be best defined as, light rehabilitation projects. The projected grand total of Capital Fund Expenditures for FY 2019 totals: \$1,809,121.

Outlined below, by property, are major line items planned for 2019.

Dillehay Courts; in-units vinyl tile flooring (projected budget \$180,275), Interior Painting (projected budget \$178,241), in-unit amp panel boxes (projected budget \$172,718), Cabinetry (projected budget \$89,760), HVAC In-Unit Cooling (projected budget \$75,309).

Dillehay Courts light rehabilitation projects projected budget total: \$1,323,768.89



B. LEASING INFORMATION

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	1,320	110
MTW Housing Choice Vouchers (HCV) Utilized	79,476	6,623
Local, Non-Traditional: Tenant-Based	2,820	235
Local, Non-Traditional: Property-Based	10,824	902
Local, Non-Traditional: Homeownership	108	9

PLANNED TOTAL HOUSEHOLDS SERVED:	94,548	7,879
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LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Rent Reform (2010-1); Triennial reexamination (2016-2)	1,740	145
Property-Based	NA	10,824	902
Homeownership	Homeownership (2016-1)	108	9

PLANNED LOCAL, NON-TRADITIONAL HOUSEHOLDS SERVED:	12,672	1,056
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ANTICIPATED ISSUES/POSSIBLE SOLUTIONS RELATED TO LEASING

Nothing pertinent to the issue of leasing to note for plan year 2019.

C. WAIT LIST INFORMATION

WAITING LIST INFORMATION ANTICIPATED

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED
HCV	Type: Central	13,746	Closed
RAD & PBV	Type: Site Based	3,409	Partially Open
Federal MTW Public Housing	Type: Site Based	420	Partially Open

All applicants can be on several site-based waiting lists at the same time. This allows for housing flexibility for the applicant. When an applicant is housed they are removed from all other site based wait lists managed by CHA.

PLANNED CHANGES TO WAITING LIST IN THE PLAN YEAR

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
HCV	No planned changes
RAD and PBV	No planned changes
Federal MTW Public Housing	No planned changes

III. PROPOSED MTW ACTIVITIES

There are no MTW Activities to propose at this time.

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IV APPROVED MTW ACTIVITIES

A. IMPLEMENTED ACTIVITIES

YEAR- ACTIVITY #	MTW ACTIVITY	STATUTORY OBJECTIVE	PAGE #
2018-1	Self-Certification of Re-inspection for HQS Initials	Cost Effectiveness	15
2018-2	Modified Terms of Over Subsidy	Cost Effectiveness, Housing Choice	15
2017-2	Imputed Earned Income	Cost Effectiveness, Self Sufficiency	16
2017-3	Exception Payment Standards	Housing Choice, Self Sufficiency	18
2016-1	Home Ownership Initiative	Housing Choice, Self Sufficiency	20
2016-2	Triennial Re-examinations	Cost Effectiveness	22
2016-3	Rent Reform and Work Requirement (Revision)	Cost Effectiveness, Self Sufficiency	22
2016-4	Single Platform for Inspections	Cost Effectiveness	26
2016-5	Controlled Program Moves	Cost Effectiveness	27
2016-6	Modified Definition of Elderly	Housing Choice	29
2011-3	New Construction of Affordable Units	Housing Choice	30
2009-3	Community Based Rental Assistance	Cost Effectiveness, Housing Choice, Self Sufficiency	31
2009-5	Moving Forward Supportive Services	Cost Effectiveness, Self Sufficiency	33
2009-8	Land Acquisition for Future Use	Housing Choice	35
2008- 3	Investment Policies Consistent with State Law	Cost Effectiveness	37
2008-7	Increase Acquisition and Rehabilitation of Existing Multi-Family Properties	Cost Effectiveness, Housing Choice	38

2018-1 SELF-CERTIFICATION OF RE-INSPECTION FOR HQS INITIALS

Statutory Objective: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

CHA received approval for FY 2018 for the Self-Certification of Re-inspection for HQS Initial Inspections. This activity was implemented in June 2018.

Description/Update:

The activity allows a self-certification in lieu of a re-inspection when an initial inspection fails, and there are 10 or less different types of non-life-threatening deficiencies. Photos and invoices are required and must be submitted within 30 days of the failed report. A self-certification of completion executed by the participant and the housing provider is also required prior to executing a Housing Assistance Payment (HAP) contract.

Planned Non-Significant Changes:

The activity began in June 2018; at this time, there are no changes planned.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease in total cost of task (staff time)	30 min x 744 units = 372	30 min x 596 units = 298	To be reported on in FY 2019 Annual Report
CE#2 Staff Time Savings			
Decrease total cost in staff time	372 hours x \$21.09/hour = \$7,845	298 hours x \$21.09/hour=\$6,285	To be reported on in FY 2019 Annual Report
CE #3 Decrease in Error Rate of Task Execution			
Average error rate in completing a task	Initial fail rate of 46%	Reduce initial fail rate by 10%	To be reported on in FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

Due to recent implementation of activity there are no planned changes to metrics. Current department data collection methods will be closely observed through 2019, with potential methods under consideration as the initiative continues to develop and outcomes become realized.

2018-2 (REPLACED 2017-1) MODIFIED TERMS OF OVER-SUBSIDY

Statutory Objective: Housing Choice, Cost Effectiveness

Plan Year Approved, Implemented, Amended:

The activity to modify terms of over-subsidy was approved for FY 2017 and implemented in the first quarter of 2018.

Description/Update:

The definition of over-subsidy has been modified in the tenant based and traditional project based voucher programs. Under this activity, HAP contract terminations occur if the CHA is paying \$75.00

or less, or what is equivalent to CHA’s minimum rent in monthly housing assistance payments for 180 consecutive calendar days. In RAD PBV communities where the RAD HAP contract rents are set below CHA’s payment standard, the 180-day over-subsidy requirement will not apply until the family has reached 80% of AMI for their family size. The participant can remain in the unit and the unit will stay under the HAP contract until 180 days after the family’s adjusted income reaches 80% AMI. Tenants who were in place at the time of a RAD conversion are exempt from over subsidy regulations.

Planned Non-Significant Changes:

There are no changes planned to this activity for 2019.

METRIC	BASELINE	BENCHMARK	OUTCOME
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months (decrease)	870 months	624 months	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

With the activity implemented less than one year ago, there are no planned changes to associated metrics. Current department data collection methods will be closely observed with potential methods under consideration through 2019, as the initiative continues to develop and outcomes become realized.

2017-2 IMPUTED EARNED INCOME

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

CHA received approval to implement Imputed Earned Income in the FY 2017 Annual Plan. The activity was implemented for the April 2018 re-certifications and the March 2018 transfer lease-ups.

Description/Update:

In both the traditional voucher and Project-Based Section 8 (excludes PBV’s with FSS components, CHA does 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. The activity was implemented for the April 2018 re-certifications and March 2018 transfer lease ups. CHA has had to deny some changes in decreased income once families received their rent change letter for re-certifications, as well as within days after they sign their new leases for transfers. CHA currently does not process interims of increased income unless the household is a minimum rent household or being recertified.

There has not been any request for hardships, but protocol has been established. Hardship cases will be referred to the CHA Hardship Committee and evaluated using the Hardship Policy established by the agency.

Planned Non-Significant Changes:

There are no changes planned to this activity for 2019.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
cost of task in dollars (decrease) (income interim) average staff time X hourly salary & benefits	\$5,888	\$2,948	To be reported on in the FY 2019 Annual Report
CE#2 Staff Time Savings			
total cost of task in dollars (decrease) (income interim) average staff time)	296 hours	148 hours	To be reported on in the FY 2019 Annual Report
CE#5 Increase in Agency Rental Revenue			
Decrease in average HAP amount in dollars	The average HAP is \$621	A decrease to equal \$583 average HAP	To be reported on in the FY2019 Annual Report
SS#1 Increase Household Income			
Average earned income of households affected by the policy in dollars (increase) *at all sites except FSS (tenant based and RAD PBV)	\$16,394	\$16,938	To be reported on in the FY 2019 Annual Report
SS#3 Increase in Positive Outcomes in Employment Status			
Employed *at all sites except FSS (tenant based and RAD PBV)	1,854	2,955	To be reported on in the FY 2019 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	\$616	\$155	To be reported on in the FY 2019 Annual Report
SS#8 Households Transitioned to Self-Sufficiency			
Number of households transitioned to self-sufficiency (no subsidy)	to be set using 2018 data....	Same as baseline <---	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

With the activity implemented less than one year ago, there are no planned changes to associated metrics. Current department data collection methods will be closely observed with potential methods under consideration through 2019, as the initiative continues to develop and outcomes become realized.

2017-3 EXCEPTION PAYMENT STANDARDS

Statutory Objective: Housing Choice, Self -Sufficiency

Plan Year Approved, Implemented, Amended:

CHA received approval to implement Exception Payment Standards for FY 2017. The activity was implemented in the first quarter of 2017.

Description/Update:

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 poverty, low crime rate, access to better services including schools, transportation and job opportunities. CHA has increased payment standards in excess of 120 percent of the FMR but not more than the lower of comparable market rents, or 150 percent of HUD’s published FMR. This activity will provide participants the flexibility to relocate to areas of higher opportunity.

CHA anticipates that the impact will increase housing options and expand opportunities for housing choice voucher participants. CHA has engaged Baltimore Regional Housing Partnership to identify certain census tracts in Mecklenburg County 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. The first lease ups utilizing the exception payment standard are expected to occur December 2018.

Planned Non-Significant Changes:

There are no changes planned to this activity for 2019.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
cost of task in dollars (decrease) (income interim) average staff time X hourly salary & benefits	\$5,888	\$2,948	To be reported on in the FY 2019 Annual Report
CE#2 Staff Time Savings			

total cost of task in dollars (decrease) (income interim) average staff time)	296 hours	148 hours	To be reported on in the FY 2019 Annual Report
CE#5 Increase in Agency Rental Revenue			
Decrease in average HAP amount in dollars	The average HAP is \$621	A decrease to equal \$583 average HAP	To be reported on in the FY2019 Annual Report
SS#1 Increase Household Income			
Average earned income of households affected by the policy in dollars (increase) *at all sites except FSS (tenant based and RAD PBV)	\$16,394	\$16,938	To be reported on in the FY 2019 Annual Report
SS#3 Increase in Positive Outcomes in Employment Status			
Employed *at all sites except FSS (tenant based and RAD PBV)	1,854	2,955	To be reported on in the FY 2019 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	\$616	\$155	To be reported on in the FY 2019 Annual Report
SS#8 Households Transitioned to Self-Sufficiency			
Number of households transitioned to self-sufficiency (no subsidy)	to be set using 2018 data....	Same as baseline <---	To be reported on in the FY 2019 Annual Report

METRIC	BASELINE	BENCHMARK	OUTCOME
HC #5 Number of Households able to Move to a Better Unit/ Increase in Resident Mobility			
Number of Households able to move to a better unit/neighborhood of opportunity as result of activity	0	5	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-1 HOME OWNERSHIP INITIATIVE

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

CHA received approval to implement a Homeownership Program in the FY 2016 Annual Plan for qualifying Housing Choice Voucher participants and RAD-PBV participants who are eligible as a first-time home buyer, defined by HUD's and have earned income, Social Security (SS), or Supplemental Security income (SSI).

Description/Update:

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

- Must be a Housing Choice Voucher, tenant based, or RAD PBV 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 \$25,500 for families reporting earned income.
- A minimum annual income of \$9,000 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 provides 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. The number of counseling hours 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 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 families 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.

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.

Planned Non-Significant Changes:

There are no planned changes to the activity expected for 2019.

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-2 TRIENNIAL RE-EXAMINATION

Plan Year Approved, Implemented, Amended:

The Triennial Re-examination was approved in 2016, and has been implemented, effective October 2018. This activity is approved for all housing authorities; however, CHA is using MTW flexibility to waive implementation of any Cost-of-Living Adjustment (COLA) between re-examinations.

Description/Update:

Effective October 2018 CHA is implementing triennial re-examinations for designated elderly or disabled families. That will be all elderly or disabled tenant based voucher families or PBV families that have an elderly and/or disabled designation on the 50058 for the Head of Household, Spouse or Co Head. PBVs include RAD converted or traditional PBV sites.

Planned Non-Significant Changes:

There are no planned changes to the activity for 2019.

METRIC	BASELINE	BENCHMARK	OUTCOME
Decrease in total cost of task in dollars	\$16,150 (2015)	\$3,800 (set in 2015)	To be reported on in the FY 2019 Annual Report
CE#2: Staff Time Savings			
Decrease in total time to complete the task in staff hours	807.5 hours (last established 2016 plan)	190 hours (last established 2016 plan)	To be reported on in the FY 2019 Annual Report
CE#5: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	Rental Revenue estimate agency wide for FY2015 is \$3,723,776	CHA anticipates rental revenue agency wide of \$2,798,379	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-3 (REPLACED 2010-1) RENT REFORM AND WORK REQUIREMENT INITIATIVE

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

CHA received approval to implement Rent Reform and a Work Requirement in the FY2010 annual plan. The activity was implemented in FY2011 and updated and approved via the 2016 Plan.

Description/Update:

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.

Rent Reform:

In 2010, as part of our Moving Forward Initiatives (MFI), CHA revised the rent calculation to an income-based, stepped rent process 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. A ceiling flat rent was established at CHA Fair Market Rents (PBV units only) by bedroom size and is reviewed/updated annually every fall. In 2018, the CHA removed the escrow deposit and replaced it with two new incentive programs; The Challenging Barriers Program and the Milestone Program. The income bands for rent calculation have not changed.

The former escrow credit was designed to help residents on their journey toward self-sufficiency. This program has been modified so that more residents can participate in its financial benefits and achieve their goals. As of January 2018, CHA implemented two new incentive programs.

The first, “Challenging Barriers”, will help those financially overcome stumbling blocks for such things as car repairs, eye glass replacement, medical expenses, tuition assistance and/or similar types of financial challenges. CHA’s second program, “Milestones”, will financially reward individuals once certain goals have been accomplished. Examples of such goals include completing a GED, obtaining a degree, a career path certificate or volunteering. CHA wants to continue encouraging our residents to continue reaching for their goals.

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 EXAMPLE	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

***Sample Rent Band Chart with HAP contract rent is attached in Appendix D of the Plan*

METRIC	BASELINE	BENCHMARK	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	(2017 Report) (2040 staff hours) for 2017 totaled approximately \$40,800
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 on in the FY2019 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 Blue Horizon was not set	The expected average error rate of task after implementation of the activity will be 12%	To be reported on in the FY2019 Annual Report
CE#5 Increase in Agency Rental Revenue			
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 on in the FY 2019 Annual Report

Work Requirement:

CHA believes it is essential to create a clear expectation that all applicants and participants who are non-elderly and non-disabled should work. To this end, CHA has instituted a work requirement under which each non-elderly/non-disabled household will be expected to work at least 20 hours per week. The tenants and participants of the CHA have support under the Work Requirement Policy through the Client Services Department. Case Management is available to assist households with identifying strengths, removing barriers to employment and achieving their goals towards self-sufficiency. At the time of implementation, a household who works less than 20 hours per week will have the work requirement waived for a period of up to 6 months or until a household has found employment; whichever is sooner. For new admissions, employment will be verified at the time of admission to CHA and all households must become compliant within 6 months of admission. All

children under the age of 16, who have not graduated from high school or received their GED, must be enrolled in school full time.

During the 6-month introduction period, a participant must be involved in a CHA Approved Work-Related Activity. Exceptions to this rule may be made on a case-by-case basis. Exceptions may include: short or long term verified medical issues for immediate family members who include spouse, children, parents and grandparents.

To be considered employed, a household must be working for a minimum of 20 hours per week. If this threshold has not been met the household will be placed on a 90-day improvement plan. If the household fails to meet the work requirement after the 90-day improvement plan, Phase I sanctions will apply.

When a household's 90-day improvement plan has expired and the household is still not meeting the work requirement with 20 working hours a week or engaged in an approved work-related activity, their household will be sanctioned via a calculation of the North Carolina Minimum Wage x the number of hours required.

Households that have been paying Sanction rent for (6) consecutive months and is still not in compliance with the work requirement, working 20 hours per week or engaged in an Approved Work-Related Activity, the household will lose 100% of their housing subsidy for up to 180-days and enter Phase II. This means they will be required to pay the entire established contract rent amount for up to 180-days. At the end of the 180-day period, the household will be recommended for termination. The household will be afforded an informal hearing prior to establishing any final program termination.

Any time a household enters in to a Sanction Phase they will be referred to the Client Services staff where a qualified Case Manager will be available to assist and ensure the household remains in compliance with the Work Requirement Policy.

Work Related Activities:

- ✓ Life Skills or Moving Forward Program Workshops through the Charlotte Housing Authority or the Resident Advisory Council
- ✓ Employment training workshops through the Center for Employment Services*
- ✓ Job Readiness Training (i.e.: Charlotte Area Fund, Center for Employment Services)
- ✓ Vocational educational training - not to exceed 12 months (i.e.: Urban League, Good will or accredited/certified institution)
- ✓ Job skills training directly related to employment – On-the-job Training (i.e.: Charlotte Works)
- ✓ Associates or Bachelor's degree program from an accredited college/university. If in school, must be employed a minimum of 15 hours per week. Work and school must total no less than 15 hours per week.
- ✓ HSD or GED program. If in HSD or GED program, must be employed a minimum of a 15 hours per week. Work and school must total no less than 15 hours per week. Participant

must attend HSD or GED program at CPCC, Center for Employment Services, or accredited institution.

- ✓ Community Service Activities (Volunteering) – 8 to 15 hours per week, not to exceed 60 days (must have statement on letter head from the sponsor organization). During volunteering, resident must continue to conduct job search and provide job search log to Case Manager.

Planned Non-Significant Changes:

In 2019, CHA Plans to implement the above sanctioned phases program wide, as the work requirement has been rolled out to all programs effective, January 2018. Applicable sanction actions described above will be prescribed quarter 2 of 2019 to all CHA Housing Choice Voucher households. To prepare, CHA's HCV Department continues to increase capacity to meet increased assignments in a coordinated manner. CHA anticipates that 90-day work requirement status notifications will be sent out to all HCV households by the end of March 2019, so as to document and inform households of work requirement status and instructions for compliance.

Planned Changes to Metrics/Data Collection:

As Sanction policies begin to be implemented and enforced through CHA's HCV program, data characteristics, and collection/ tracking methods will be closely surveyed to determine suitability and compatibility to program specific needs.

2016- 4 SINGLE PLATFORM FOR INSPECTIONS

Statutory Objective: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

CHA received approval to standardize the inspection protocol for all programs during the FY2016 plan year.

Description/Update:

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 inspector 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. CHA does use some of the UPCS components in the RAD PBV units and allows self-certification on annual for tenant based units.

Planned Non-Significant Changes:

Utilization of UPCS inspection criteria for CHA's tenant based voucher program has not been implemented. Implementation of this aspect will begin in 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease total cost of re-inspection in dollars	\$73,208 cost for re-inspections (FY2015)	\$24,403 cost for re-inspections	To be reported in the FY2019 Moving Forward Report
CE#2: Staff Time Savings			
Decrease total time to complete reinspection in staff hours	3,748 hours on re-inspections (FY2015)	1249.50 hours on re-inspection	To be reported on in the FY2019 Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Average percent of re-inspections of initial inspections	55% (FY2015)	40%	To be reported on in the FY2019 Annual Report

LOCAL METRIC	2019 BENCHMARK	OUTCOME
Initial inspections pass rate increase	Pass rate of 50%	To be reported on in the FY 2019 Annual Report
Annual Inspections pass rate increase	Pass rate of 30%	To be reported on in the FY 2019 Annual Report
Reduction in re-inspections	Reduction rate of 6%	To be reported on in the FY 2019 Annual Report
Total cost of re-inspections	Reduction to \$23,000	To be reported on in the FY 2019 Annual Report
Total staff time	1,200 hours	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

At this time, local metrics illustrated above more efficiently track progress for current iteration of activity. Metrics will be further evaluated during the reporting process for FY2019 and adjusted as necessary. Standard HUD metrics will not change in 2019. Data collection methods will continue to be evaluated as aspects of activity roll-out, and outcomes are determined.

2016-5 CONTROLLED PROGRAM MOVES

Statutory Objectives: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

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

Description/Update:

CHA will approve elective move transfers only if the participant has lived in the current unit for a minimum of twenty-four (24) consecutive months unless the situation involves a mandatory or permissible move.

MANDATORY:	PERMISSIBLE:
Abatement	Domestic Violence
Breach of contract by owner	Reasonable Accommodations
Transfer of ownership where new owner is not participating in the HCV program	Health or safety of a family member, or to address an emergency which a family has no control of.
Notice of Pending Foreclosure	
Under Housed	
Natural disasters that make the unit uninhabitable	Educational opportunities
Decrease in the payment standard	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 24- 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 24-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.

The CHA modified the time from 18 to 24 months, that an individual must reside in the unit before requesting a change unless one of the permissible waivers occurs.

The CHA implemented the 18-month elective move/transfer in March 2016. The change to 24 months is meant to better align with the local rental policy of one year leases and annual lease renewals. Providers have indicated that they renew leases at 1 year, not month to month or 6 month leases, so CHA would like to align with those to avoid confusion. In addition, the rental market in Charlotte is becoming increasingly costly for voucher participants and those transferring are saturating the market and creating challenges for port ins and wait list applicants in securing units because they are under contract in existing units and the new units for a short time.

Planned Non-Significant Changes:

There are no planned changes to the activity for 2019.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease in total cost of processing move requests	\$26,230 per 24 months	\$22,756 per 24 months	To be reported on in the FY 2019 Annual Report
CE#2 Staff Time Savings			
Decrease total staff time (in hours) to complete transfers	1,398 hours per 24 months	1,213 per 24 months	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-6 MODIFIED DEFINITION OF ELDERLY

Statutory Objectives: Housing Choice

Plan Year Approved, Implemented, Amended:

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.

Description/Update:

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

Planned Non-Significant Changes:

There are no planned changes for this activity in 2019.

METRIC	BASELINE	BENCHMARK	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	95	95	To be reported on in the FY 2019 Annual Report
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months	11 years	16 years	To be reported on in the FY 2019 Annual Report
HC#4: Displacement Prevention			
Number of near elderly households at or below 80% AMI to lose assistance or need to move	338	0	To be reported on in the FY 2019 Annual Report
HC#5: Increase in Resident Mobility			

Number of households to move to a better unit	77	77	To be reported on in the FY 2019 Annual Report
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Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2011-3 NEW CONSTRUCTION OF AFFORDABLE UNITS

Statutory Objectives: Self Sufficiency, Housing Choice

Plan Year Approved, Implemented, Amended:

The activity was approved in March 2010 as a first amendment to the FY 2011 plan. The activity was implemented in FY 2011, and was amended as New Construction of Affordable Units so as to serve a broader scope which garnered approval in FY2012.

Description/Update:

CHA proposes to redevelop 100% low-income 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 housing choices for those needing affordable housing in viable and sustainable projects. These communities will create opportunities for residents to excel in CHA’s Moving Forward program.

Planned Non-Significant Changes:

Current projects include:

- Tall Oaks – CHA had fully leased all 81 units of this development, now known as The Oaks at Cherry and pre-development activities for Tall Oaks II are underway.
- Approximately 180 units will be constructed on newly acquired land described above (Baxter Street) or other land acquisitions utilizing FHA financing or other available financial tools. CHA’s goal includes mixed income developments and to achieve this goal, multiple properties are required to deconcentrate poverty. CHA seeks to re-tool its portfolio to eliminate the traditional public housing deal structure where 100% of the property is occupied by low and very low-income families. To that end, CHA is contemplating a Transfer of Assistance of the remaining 11 units of subsidy available at Strawn Cottages and the subsidies for vacant units at Dillehay Courts (a RAD conversion-slanted development) to go to planned new developments that include a range of incomes, up to and including workforce housing and market rate, thus providing housing, and opportunities, for very low-income residents.

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2009-3 COMMUNITY BASED RENTAL ASSISTANCE

Statutory Objectives: Cost Effectiveness, Self Sufficiency, Housing Choice

Plan Year Approved, Implemented, Amended:

CHA received approval to control program moves in the Community Based Rental Assistance program during the FY2009 plan year. The initiative was implemented during the first quarter of FY 2009 and expanded in the FY 2011.

Description/Update:

CHA operates a Community Based Rental Assistance (CBRA) program (also known as the project based voucher program. This encompasses Traditional Project-Based voucher, Special Needs units (elderly, disabled, supportive service and homeless). and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). The CBRA policy is also applicable to units converted to PBV under the Rental Assistance Demonstration (RAD) program.

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 may delegate to the owner/agent 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 recertification, interim recertification and transfer moves, at the property level based on the community's approved tenant selection plan and the CHA Administrative Plan. The owner/agent 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 Project Based Voucher Activity

In FY 2009, CHA was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in FY2009 to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte. CHA revised the current CBRA Policy to further increase efforts of deconcentrating poverty and expanding housing and economic opportunities.

Traditional Project Based Voucher Activity

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#2 Staff Time Savings			
Decrease total time to complete the inspections in staff hours.	Total staff time dedicated to inspections prior to implementation of the activity is 272 hours	272 hours	To be reported on in the FY 2019 Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease in the average percent error rate in completing HQS and UPS inspections.	Average (%) failed HQS inspections and UPCS inspections prior to implementation equal 4% and 14.99% respectively.	0%	To be reported on in the FY 2019 Annual Report

Supportive Housing Project-Based Activity

In FY 2009, CHA was approved to implement Housing for Persons with Disabilities, Special Needs and Homeless. The activity was implemented in FY 2009. 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.

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. As of June 2018, CHA has provided a total of 120 units at Moore Place, 15 for Supportive Housing Communities (moved to Local Rental Subsidy when they became scattered), 26 PBV and 63 RAD PBV at McCreesh, and 60 units at Hampton Creste Apartments, which are RAD PBV.

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. CHA may also designate certified UPCS and/or HQS certified Supportive Housing staff as HCV Inspectors, as described in the Implement a Single Platform for Inspections activity and HCV Administrative Plan, in order to conduct initial/new move-in inspections. Supportive Housing sites must have a track record of passing CHA initial inspections in order to be designated as an HCV Inspector. This flexibility is significant because it aligns with the fundamental goal of rapid re-housing by reducing the amount of time a person is homeless.

Supportive Housing Project-Based Activity

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#4 Increases 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 on in the FY 2019 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	0	0	To be reported on in the FY 2019 Annual Report
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Planned Non-Significant Changes:

There are no planned changes to the activity or associated programs for 2019.

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2009-5 MOVING FORWARD SUPPORTIVE SERVICES

Statutory Objectives: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

The Moving Forward Supportive Services was approved in the FY 2009 Annual Plan. Implementation began in FY2009.

Description/Update:

Since 2009, Moving Forward Supportive Services have been gradually rolled out across three pilot groups to the non-elderly, non-disabled residents and HCV participants; Group 1 in 2009: Claremont, Victoria Square and the Housing Choice Voucher FSS program participants, Group 2 in 2010: Cedar Knoll, Leafcrest, Tarlton Hills, and Boulevard Homes, and Group 3 in 2017: Southside Homes, Dillehay, Robinsdale, Sunridge, Meadow Oaks, Wallace Woods, Savannah Woods, Mallard Ridge, Gladedale, Oaks at Cherry (Formerly Tall Oaks). As of January 2018, Supportive Services are now provided to the entire CHA portfolio in conjunction with the agency-wide implementation of the Work Requirement Policy. Therefore, the three pilot groups have been combined into one large group and now include the HCV Program.

The Moving Forward Supportive Services (MFSS) Program operates across the fourteen (14) newly converted RAD PBV sites, one Public Housing Site (Dillehay), as well as HCV participants. This program supports the Work Requirement Policy and 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 six (6) months they are encouraged to become employed with a minimum of 20 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.

CHA Combined Moving Forward Programs:

METRIC	BASELINE	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 FY2019 Moving Forward Report
CE#2: Staff Time Savings (calculated by tier level of caseload)			
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 >= 150 hours monthly	To be reported in the FY2019 Moving Forward 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 \$8,000	To be reported in the FY2019 Moving Forward 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: \$16,640	To be reported in the FY2019 Moving Forward Report
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	23	≥250	To be reported in the FY2019 Moving Forward Report
# Employed PT (1-31)	54	≥350	To be reported in the FY2019 Moving Forward Report
Enrolled in an Educational Program	2	50	To be reported in the FY2019 Moving Forward Report
Enrolled in Job Training Program	2	50	To be reported in the FY2019 Moving Forward Report
Unemployed	≤23	≤750	To be reported in the FY2019 Moving Forward Report
Other (workshop)	≥23	≥300	To be reported in the FY2019 Moving Forward 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 35	To be reported in the FY2019 Moving Forward 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 \geq	To be reported in the FY 2019 Moving Forward 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 13	To be reported in the FY 2019 Moving Forward Report

* Adjusted to match combined performance across all Moving Forward Programs

*Total time-task calculation: # of Tier 1 x 12hrs/# staff on caseload; # of Tier 2 x 6hrs/# staff on caseload; # of Tier 3 x 1hr/# staff on caseload.

Planned Non-Significant Changes:

There are no planned changes to the activity for 2019.

Planned Changes to Metrics/Data Collection:

The above metrics are based on the Moving Forward Program and will be reviewed on an annual basis due to program attrition. Four metrics were adjusted and metric tables adjoined to more precisely depict current iteration of program and initiative and to more efficiently track and measure performance across all MFSS programs.

2009-8 LAND ACQUISITION FOR FUTURE USE

Statutory Objectives: Housing Choice, Self Sufficiency

Plan Year Approved, Implemented, Amended:

The agency was approved to implement land acquisition for future affordable housing in FY 2009. The activity was implemented in FY 2009.

Description/Update:

MTW flexibility allows CHA to acquire sites without prior HUD approval, if the agency certifies that HUD site selection requirements have been met. This allows CHA to be nimble and competitive in the market when opportunities become available. With CHA's plan to increase the number of affordable housing opportunities, acquiring land is an option to be considered.

This MTW initiative has allowed CHA to work in partnership with Mecklenburg County officials to negotiate a land swap for land that they own that is contiguous to the Charlottetown Terrace site. The result will provide Horizon Development Properties (HDP), CHA's wholly-owned real estate development non-profit subsidiary, with developable land to build housing opportunities, in a

mixed-income community, with a nearby park that is being expanded by the County because of the land swap. The land swap has been submitted to HUD for approval.

The resultant future development is referred to by CHA as Baxter Street. CHA has completed the process of acquiring two acres of land through a land swap with Mecklenburg County along with the additional acquisition of an abutting acre of land from the County using MTW funds in 2018. This land swap and acquisition will result in a 3-acre parcel and an exciting development opportunity for CHA. A mixed-income development that is predominantly work force (80% AMI) and market rate will be built on the consolidated parcel which is adjacent to a CHA senior high-rise (100% RAD) project. The inclusion of the higher incomes at the adjacent Baxter Street project to be developed by HDP will create a mixed-income project by virtue of the proximity of extremely-low income households (at Charlottetown Terrace) and the workforce and market-rate units (at Baxter Street). There will also be some number of lower income at Baxter Street. CHA's goal includes mixed-income development 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. To that end, CHA is contemplating a Transfer of Assistance of the remaining 11 units of subsidy available at Strawn Cottages and the subsidies for vacant units at Dillehay Courts (a RAD conversion-slated development) to go to a planned new development of workforce housing, thus providing housing for very low-income families in a mixed-income environment. Baxter Street would be one such community.

CHA continues to monitor the market for land opportunities to advance our development efforts and provide new opportunities for housing choice. The City of Charlotte is experiencing an affordable housing crisis and has established a priority to combat the lack of affordable housing in the Charlotte community. In August, the City Council voted to bring to the November ballot, an increase to the City's Housing Trust Fund from \$15M to \$50M for the next 2 years. This Fund would if voted for in the general election, provide leverage to tax credit applications and other affordable housing initiatives. Further, the City issued an RFQ at the beginning of 2018 for affordable housing developers to acquire City-owned parcels and develop them with new affordable housing units. CHA responded to this RFQ and has been selected to acquire four City-owned sites (Toomey Avenue and (3) Freedom Drive sites). CHA and the City are targeting early 2019 for the conveyance of the four parcels. CHA's goal includes mixed-income development 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. To that end, CHA is contemplating a Transfer of Assistance of the remaining 11 units of subsidy available at Strawn Cottages and the subsidies for vacant units at Dillehay Courts (a RAD conversion-slated development) to go to a planned new development of workforce housing, thus providing housing for very low-income families in a mixed-income environment. The four City contributed parcels would represent some number of the replacement opportunities for Dillehay Courts, therefore the RAD Operating Subsidies could be transferred to these newly acquired sites.

Planned Non-Significant Changes:

There are no planned changes to this activity for 2019.

METRIC	BASELINE	BENCHMARK	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 FY2019.	To be reported in the FY 2019 Moving Forward Report

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2008-3 INVESTMENT POLICIES CONSISTENT WITH STATE LAW INITIATIVE

Statutory Objectives: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

CHA proposed to adopt an investment policy consistent with state law in FY 2009 and was approved. The agency implemented the new activity in FY 2009.

Description/Update:

CHA invests only in securities authorized under NC state law that allow the flexibility to invest productively and efficiently to achieve a portfolio which is safer, more liquid, and obtains competitive yield. CHA’s investments are performed in accordance with HUD regulations and North Carolina Statutes. This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The activity is on schedule and effective.

CHA’s investment policy restricts amounts deposited or invested for different types of investments as a percentage of the overall portfolio. The agency has less ability to invest in commercial paper than in previous years, however, with what funds are available for investment, CHA is gaining more interest on dollars leveraged in the NC portfolio.

The 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 .349% due to the economy. CHA has 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. The chart below illustrates the outcome compared to the baseline and benchmark.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#4: Increase in Resources Leveraged			
Increase amount of funds leveraged in dollars	Increase in amount of funds leveraged prior to start of this activity was \$0	The expected amount of funds leveraged after this activity is \$30,000	To be reported on in the FY 2019 Annual Report

Planned Non-Significant Changes:

There are no planned changes to this activity for 2019.

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2008-7 INCREASE ACQUISITION AND REHABILITATION OF EXISTING MULTI-FAMILY PROPERTIES

Statutory Objectives: Cost Effectiveness, Housing Choice

Plan Year Approved, Implemented, Amended:

CHA received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties; in the 2008 – 2009 MTW Annual Plan. Implementation began in FY 2009. In FY 2012, CHA received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.

Description/Update:

CHA is anticipating the purchase of expiring tax credit and market rate units. CHA has had success in the past acquiring and rehabilitating properties that were at the end of the tax credit compliance period but still had the extended use agreement in place. After acquisition, the properties were rehabilitated. First Ward Place, CHA’s first Hope VI, is presenting itself as an opportunity to be acquired at the end of its compliance period. The two-phase project contains 283 units with RAD, tax credit and unrestricted market units. The property is in a high opportunity area and preservation of income restricted units is a high priority. CHA is considering acquiring this property.

The surge in demand for high-end rental is putting pressure on the moderately priced apartment complexes (NOAHs) so finding a complex to purchase is challenging in this seller’s market. Demand outstrips the supply creating higher than average demand limiting 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.

Planned Non-Significant Changes:

There are no planned changes to this activity for 2019.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1: Agency Cost Savings			
Decrease in total cost of unit acquisition	Cost of building new units prior to implementation was ~\$120,000 per unit	Expected cost of acquiring buying and rehab is ~\$150,000 per unit	To be reported on in the FY 2019 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 283	To be reported on in the FY 2019 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 or moving after implementation of the activity is 0 for FY2019	To be reported on in the FY 2019 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 FY2019	To be reported on in the FY 2019 Annual Report

Planned Changes to Metrics/Data Collection:

The Charlotte Housing Authority does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

B. NOT YET IMPLEMENTED ACTIVITIES

C. ACTIVITIES ON HOLD

2008-2 PARTICIPANT AND LANDLORD TRACKING

Statutory Objectives: Housing Choice

Activity Description and Background:

CHA received approval in the FY 2008 annual plan to implement a Participant and Landlord Tracking Program. The activity was implemented in FY 2008. The agency began tracking the locations of Housing Choice Vouchers to best inform data-driven results, aimed at increasing access to affordable housing prospects in high opportunity 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 Participant Landlord Tracking initiative provided insight for current policy undertakings and the success of the initiative will continue to inform the Exception Payment Standards Initiative which was implemented in the first quarter of the FY 2017. In an effort to avoid duplicative policies and advance successes, this initiative will be put on hold for plan year 2019 and be further assessed to determine any status changes.

2013-2 BIENNIAL AGENCY-WIDE INSPECTIONS

Statutory Objectives: Cost Effectiveness

Activity Description and Background:

CHA began the first biennial inspections in November 2015 for all properties and units. This activity is no longer applicable to MTW planning as HUD currently permits all housing authorities to conduct biennial inspections; no MTW flexibility is required. However, CHA does not want to lose the flexibility in the long-term, in case, HUD should reverse broad approval of general policy.

Tracking, updating, or modifying metrics, baselines, or benchmarks will be accomplished should Biennial Inspection of Housing Choice Voucher Units initiative be reestablished as an implemented activity.

D. CLOSED OUT ACTIVITIES

2015-1 STREAMLINE PROJECT-BASED VOUCHERS (PBV) AND PUBLIC HOUSING REGULATIONS (ONLY APPLICABLE TO DEVELOPMENTS WITH PBV, PH, AND RAD PBV AT SAME DEVELOPMENT**)**

The Activity Closed out in 2018.

CHA received approval in June of 2014 and the initiative was amended FY 2015 to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. The agency implemented the activity in FY 2015. CHA will longer have properties with PBV and PH in the same development after RAD. CHA already has MTW approval to utilize UPCS inspections protocol in lieu of HQS under the Implement a Single Platform for Inspections. Additionally, CHA has MTW approval for site based administration of the PBV Program under the Community Based Rental Assistance Program.

2015- PUBLIC HOUSING NO ASSISTANCE TERMINATION POLICY (MIXED-INCOME COMMUNITIES ONLY)

The Activity Closed out in 2017.

CHA received approval June 24, 2014 in the FY 2015 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 was closed-out effective fiscal year end 2016 (following HUD approval of the FY 2017 Plan and RAD Conversion).

2011-1 ACQUISITION OF GENERAL PARTNERSHIP INTEREST

The Activity Closed out in 2016.

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 FY 2011 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).

2011-2 LOCAL NON-TRADITIONAL INITIATIVES

The Activity Closed out in 2018.

The initiative was proposed for close-out last plan year due to RAD conversion. The Supportive Housing Innovative Partnership (SHIP) units will now be considered Supportive Housing units under our Community Based Rental Assistance Policy. 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.

2009-6 YOUTH INITIATIVES

The Activity Closed out in 2015.

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. The authority will be seeking other partners and initiatives which can provide outcomes for the desired metrics for CHA's student portfolio. CIS's data was reporting aggregate data and did not allow CHA to see the progress of its student population.

2008-1 SITE BASED WAITING LIST FOR PUBLIC HOUSING AND PROJECT-BASED HOUSING CHOICE VOUCHER

The Activity closed out 2013.

CHA was approved to implement the site-based waiting lists for public housing and Project Based HCV units in FY 2009. 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 FY 2013.

2008-2 BIENNIAL REVIEW PROCESS FOR ELDERLY AND DISABLED

The Activity closed out 2013.

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 Process. The elderly and disabled will be reported on as part of the entire agency report on skipped/conducted. The activity was closed out FY 2013.

2008-5 GOOD NEIGHBOR TRAINING

The Activity closed out 2014.

CHA proposed the Good Neighbor Training (GNT) activity in FY 2008. The activity implementation began in FY 2008 for HCV households and 2011 for Public Housing households. The training was 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 HCV and public housing applicants entering the program. 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.

2008-2009 DEVELOPMENT OF LOCAL DESIGN STANDARDS

The Activity Closed out in 2014.

CHA proposed and received approval for the Development of Local Design Standards in the Fiscal Year 2008 – 2009 Moving Forward Annual Plan. The design standards were created in the fiscal year, however utilization did not begin until 2011 because there were no new construction projects that received funding or started that would necessitate the stated guidelines.

2008-2009 AFFORDABLE HOUSING IMPACT STUDY

The Activity Closed out in 2010.

The activity was approved in 2009 via the 2008-2009 Moving Forward Annual Plan. CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities.

2007-2008 SECTION 8 PROPERTY RATING SYSTEM

The Activity Closed out in 2011.

A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners to encourage an increase in the percentage of high-quality Section 8 rental units. The activity was approved in 2008 and discontinued due to costs versus the overall impact upon housing choice families. Research found that quality landlords were likely, without program support, to maintain the

appearance of their properties and understood that rent increases were in part, tied to the quality of the property.

V. SOURCES AND USES OF FUNDS

A. SOURCES AND USES OF MTW FUNDS

ESTIMATED SOURCES AND USES OF MTW FUNDING FOR THE FISCAL YEAR

Sources		
<u>FDS Line Item</u>	<u>FDS Line Item Name</u>	<u>Dollar Amount</u>
70500 (70300+70400)	Total Tenant Revenue	\$220,541.00
70600	HUD PHA Operating Grants	\$71,271,733.00
70610	Capital Grants	\$4,621,960.00
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$1,288,317.00
71100+72000	Interest Income	\$50,000.00
71600	Gain or Loss on Sale of Capital Assets	\$0.00
71200+71300+71310+71400+71500	Other Income	\$10,089,518.00
70000	Total Revenue	\$87,542,069.00

ESTIMATED SOURCES AND USES AND AMOUNTS OF MTW SPENDING BY FDS LINE ITEM

USES		
<u>FDS Line Item</u>	<u>FDS Line Item Name</u>	<u>Dollar Amount</u>
91000 (91100+91200+91400+91500+91600+91700+91800 +91900)	Total Operating - Administrative	\$6,778,652
91300+91310+92000	Management Fee Expense	\$3,513,543
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$2,351,578
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$432,391
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$730,837
95000 (95100+95200+95300+95500)	Total Protective Services	\$12,041
96100 (96110+96120+96130+96140)	Total insurance Premiums	\$113,214
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$192,529
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0

97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	Housing Assistance Payments + HAP Portability-In	\$68,744,475
97400	Depreciation Expense	\$0
97500+97600+97700+97800	All Other Expenses	\$4,672,809
90000	Total Expenses	\$87,542,069

PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

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. Since 2009, CHA has participated in the National Heart, Lung, and Blood Institute (NHLBI) With Every Heartbeat is Life(WEHL) initiative. The Goals of the WEHL program for 2017 will consist of continuing to promote the WEHL program throughout all CHA communities. Proposed activities include:

*Successfully completing a minimum of a 10- week class session

*Successfully graduate a minimum of 75 residents

* Continue to promote residents to increase their physical activities and consumption of fresh fruits and veggies.

*Partner with NHLBI, HUD, UNCC, and CW Williams to educate residents and conduct Body Mass Index (BMI), blood pressure screenings and encourage doctor visits.

The CHA's Maximize Your Potential Academic Enhancement Program (MAX), is a youth development program that aims to provide middle and high school youth the skills and resilience needed to prepare 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 postsecondary future. To help improve their academic performance, students will receive assistance with homework and other classroom assignments. To maximize the needs of students, we focus on three key aspects of success: motivation, achievement, and excellence.

The Center for Employment Services (CES) is a Moving Forward Initiative to promote employment and self-reliance in West Charlotte. One of the largest barriers to employment residents face is lack of job skills or training. CES focuses on addressing this issue. Our overall goal for the center is for all Public Housing Residents and Housing Choice Voucher Participants to have services, training and support to become employed. 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 free office space to several local service providers to bring career development

opportunities to the area. Current partners residing at the center include Charlotte Works and Grace-Mar Services, Inc.

Resident Safety Initiative- The purpose of the Resident Safety Department is to provide a safe and stable environment for residents. Through crime prevention initiatives, lease enforcement procedures and increased communication, CHA has improved relationships with both residents and the Charlotte Mecklenburg Police Department. Strengthening these efforts will assist in maintaining and enhancing ongoing initiatives in the communities, as well as enhancing our portfolio. The Resident Safety Department proposes to expand the types of crime prevention initiatives and program enforcement initiatives for sites that were/are public housing and of the Housing Choice Voucher Program. Resident Safety has developed a Crime Prevention Strategic Plan to address crime and crime prevention activities at the Charlotte Housing Authority's communities. The ability to access data faster and more frequently allows CHA to apply the appropriate amount and type of resources in a particular community. The strategies to be implemented represent a comprehensive effort to decrease the actual crime incidents and public perception of an unsafe environment in CHA communities.

The following activities will be implemented in FY 2018 and FY 2019 to assist in the success of improving the quality of life for our residents. The proposed activities are:

- Providing year-round Private Security at our Senior and Active Adults High-rise Sites
- Upgrade and install a new Surveillance Camera System at 32 communities of our existing sites including a mini Command Center at our Administration Headquarters Building.
- Implemented Injury-Free Violence Prevention Initiative "Focusing on Domestic Violence"

The keys to the success of the plan are CMPD and the Charlotte Fire Department (CFD) to encourage resident involvement in crime prevention and safety at all properties. This initiative seeks to provide a safe and stable community. This initiative positively impacts families by meeting both the statutory objective to expand their housing choices and promote work and self-sufficiency. The safety and well-being of their children is one of the primary concerns for families when choosing a housing with CHA. In addition, feeling secure about their perspective community gives them one less issue to worry about as they focus on becoming gainfully employed. Changing the perception of our community environments will have a positive impact on the surrounding community (schools and local business). The initiative also improves the social and physical value of the CHA properties which will result in administrative cost savings and efficiencies.

CHA will work with the Charlotte Mecklenburg Police Department (CMPD) to collect all reported incidents of each CHA's community from the CMPD Research Analysis Division and conduct a comparison from the previous fiscal year. There were **1,132 total crimes** reported within/at CHA properties in 2017. The ambitious benchmark will aim to help reduce crime at/within all CHA properties by 5% each fiscal year for 5 years

B. LOCAL ASSET MANAGEMENT PLAN

- i. Is the MTW PHA allocating costs within statute? **Yes**
- ii. Is the MTW PHA implementing a local asset management plan (LAMP)? **No**
- iii. Has the MTW PHA provide a LAMP in the appendix? **No**
- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year. **N/A**

C. RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

- i. Description of RAD participation

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION
CHA has almost completed a RAD portfolio conversion. As of June 2018 we have closed on 48 developments and 3,179 units. We have received CHAPs for the remaining two developments. We anticipate closing on one development in 2018 (67 units) and the final development (136 units) in 2019. We are moving all our ACC units to the RAD PBV platform, and have used the RAD Transfer of Assistance to change many traditional Project Based Vouchers to RAD PBVs, allowing a development to operate on a single RAD platform, thereby increasing operational efficiencies. These TOAs also allow those traditional PBVs to return to CHA's tenant-based voucher pool so they can be issued to a household on our lengthy waiting list. CHA also has several land transfers underway as allowed under the RAD Notice, transferring vacant land parcels from CHA to CHA's non-profit development subsidiary, Horizon Development Properties, Inc., so the properties can be used for affordable housing purposes. The RAD MTW Significant Amendment was approved in February of 2016 and has not been amended.

- ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval. **No.**
- iii. If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment? **No.** CHA's RAD Significant Amendment has not been changed since approved in 2016.

from the prior RAD Significant Amendment? **No.** CHA's RAD Significant Amendment has not been changed since approved in 2016.

VI. ADMINISTRATION

A. BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

Certification of Compliance is included as Appendix A of the Plan. Board Resolution is included in Appendix B of the Plan.

B. DOCUMENTATION OF PUBLIC PROCESS

Documentation of Public Process is listed in Appendix C of the Plan.

C. PLANNED AND ONGOING EVALUATIONS

Through close partnerships with the University of North Carolina Department of City and Regional Planning, CHA aims to regularly examine MTW and related policy outcomes to determine if policies meet the statutory requirements outlined by HUD, and/or can be improved or streamlined. The following studies are underway to support the MTW program in FY 2019.

- Biennial Moving Forward report
- Update on work requirement impacts
- Baseline mobility initiative report

D. LOBBYING DISCLOSURES

No Lobbying to report, therefore there are no documents/disclosures to report.

E. APPENDIX LISTING

Appendix A: Certification of Compliance

Appendix B: Board Resolution

Appendix C: Documentation of Public Process

Appendix D: Sample of Rent Bands by Bedroom Size

Appendix E: Community Based Rental Assistance (CBRA) Policy

Appendix F: Additional Agency Activities

Appendix G: Demolition/Disposition Activity

Appendix H: Lobbying Disclosure Forms

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 Charlotte Housing Authority, I approve the submission of the Annual Moving to Work Plan for the CHA Plan Year beginning 01/01/2019, 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 CHA 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 MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The CHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) 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 CHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The CHA 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.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The CHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the CHA is required to submit an AFH, and that

AFH has been accepted by HUD, the CHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.

(8) The CHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

(9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the CHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.

(10) The CHA 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.

(11) The CHA 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.

(12) The CHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

(13) The CHA 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.

(14) The CHA 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.

(15) The CHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

(16) The CHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the CHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.

(17) With respect to public housing and applicable local, non-traditional development the CHA 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.

(18) The CHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.

(19) The CHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.

(20) The CHA 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 200.

(21) The CHA 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.

(22) 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 CHA in its Plan and will continue to be made available at least at the primary business office of the CHA.

The Charlotte Housing of the City of Charlotte

Agency Code NC003

PHA Name

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).

Shirley L. Fulton

Commissioner- Board Chair

Name of Authorized Official

TITLE



9/20/18

SIGNATURE

DATE

BOARD RESOLUTION**Authorize Submission of the Moving Forward Annual Plan for Fiscal Year 2018 to the US Department of Housing and Urban Development (HUD)**

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

WHEREAS, in establishing MTW, Congress granted broad authority to housing authorities to design programs what 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 choice 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 21, 2018, the CHA Board of Commissioners conducted a public hearing of the FY 2019 Moving Forward Annual 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 FY 2019 Moving Forward Annual Plan and authorize the submission of the FY 2019 Moving Forward Annual Plan to HUD.

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

1. All initiative 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 2019 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 2018 Moving Forward Annual Plan.
4. The Chief Executive Officer is authorized to submit CHA's FY 2019 Moving Forward Annual Plan and such other documents, certifications or forms to HUD with such changes, additions, corrections 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 FY 2019 Moving Forward Annual Plan and to carry out other actions relating to the plan.

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 2018 Moving Forward Annual Plan.
4. The Chief Executive Officer is authorized to submit CHA's FY 2019 Moving Forward Annual Plan and such other documents, certifications or forms to HUD with such changes, additions, corrections 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 FY 2019 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, 2018.

BY:



A. Fulton Meachem,
Secretary

APPENDIX C DOCUMENTATION OF PUBLIC PROCESS

MTW Plan Public Review Period

July 13, 2018 to August 21, 2018

▪ MEETINGS AND HEARINGS

August 2: Plan presentation at CHA Policy & Board Governance Meeting

August 21: Public Hearing at the CHA's the Oaks at the Cherry Community: located at 1604 Luther Street, Charlotte, NC 28204

September 18: Presentation to plan for approval

▪ MAILING

- Shared draft plan via email with stakeholders and the Resident Advisory Committee.

▪ PUBLISHING AND POSTING

- July 12: Notice published in the Charlotte Observer.
- July 16: Notice published in the La Noticia.
- July 16: Notice published in the Charlotte Post.
- July 12 Plan Draft Posted on CHA's website
- July 13: Notices posted on social media.
- July 13: Plan made available in the main office and the public hearing site, the lobby of CHA's administrative headquarters, CHA managed properties, Old City Hall, and the Main branch of the library.

▪ CHA COMMUNITY NOTIFICATION/ENGAGEMENT SESSIONS:

A variety of meetings were held to explain MTW planning, process, and policies to residents and various staff and community partners who attended. Locations were selected to capture the breadth of demographics and program participants CHA serves, and to ensure meetings were held at properties that were spread across CHA jurisdiction and that offered facilities adequate to accommodate attendees.

The engagement content focused on a few main areas:

- 1) Description of MTW and statutory requirements.
- 2) Planning and Reporting process.
- 3) CHA's Moving Forward's planned goals for 2019 and beyond.
- 4) Examples of CHA initiatives and CHA's major program achievements.

A variety of questions were asked through these engagements, mostly concerning direct impact upon specific demographics. For example, many seniors inquired about MTW initiatives, and how they directly impacted senior's daily lives. Some follow-up was necessary to explain fully, but most

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answers were clearly communicated back to engaged clients during the meeting. Attendees were provided with a hard copy of an MTW summary document of aforementioned “main areas” for easier access, and were directed where to find a hard copy of the Plan draft at their property, as well as an online digital version.

The public hearing was held at CHA’s newly developed, the Oaks at the Cherry Community, where no public comment was provided.

The following MTW engagement sessions were conducted:

- July 18, Robinsdale
- July 19, Wallace Woods
- July 23, Cedar Knoll
- July 24, Claremont
- July 25, Tarlton Hills
- July 26, Victoria Square
- July 26, Meadow Oaks
- July 27, Southside Homes
- July 30, Sunridge Apartment
- July, 31 Meadow Oaks
- August 9, Seigle Point
- August 16, Arbor Glen
- August 17, Charlottetown Terrace

APPENDIX D: SAMPLE RENT BANDS BY BEDROOM SIZE

***There will be variation in maximum contract rents from property to property that have converted to RAD but generally are comparable in amount to ceiling rents shown above.*

Income Range		30% of Low End Income Range					TTP	
		1 bedroom (\$777)	2 bedroom (\$813 FMR)	3 bedroom (\$1,096)	4 bedroom (\$1,359 FMR)	5 bedroom (\$1,359)		
\$0	\$4,999	\$0	\$0	\$0	\$0	\$0	\$75	
\$5,000	\$7,499	\$63	\$63	\$63	\$63	\$63	\$75	
\$7,500	\$9,999	\$125	\$125	\$125	\$125	\$125	\$125	
\$10,000	\$12,499	\$188	\$188	\$188	\$188	\$188	\$188	
\$12,500	\$14,999	\$250	\$250	\$250	\$250	\$250	\$250	
\$15,000	\$17,499	\$313	\$313	\$313	\$313	\$313	\$313	
\$17,500	\$19,999	\$375	\$375	\$375	\$375	\$375	\$375	
\$20,000	\$24,999	\$438	\$438	\$438	\$438	\$438	\$437	
\$25,000	\$27,499	\$500	\$500	\$500	\$500	\$500	\$563	
\$27,500	\$29,999	\$563	\$563	\$563	\$563	\$563	\$625	
\$30,000	\$32,499	\$625	\$625	\$625	\$625	\$625	\$688	
\$32,500	\$34,999	\$688	\$688	\$688	\$688	\$688	\$750	HAP Contract Rent is Reached for 1 Bedroom (Rent does not increase unless fair market rent increase)
\$35,000	\$37,499	777*	\$750	\$750	\$750	\$750	\$813	
\$37,500	\$39,999	\$813	\$813*	\$813	\$813	\$813	\$875	HAP Contract Rent is Reached for 2 Bedrooms (Rent does not increase unless fair market rent increase)
\$40,000	\$42,499	\$875	\$875	\$875	\$875	\$875	\$938	
\$42,500	\$44,999	\$938	\$938	\$938	\$938	\$938	\$1,000	HAP/Ceiling Rent is Reached for 3 Bedrooms (Rent does not increase unless fair market rent increase)
\$45,000	\$47,499	\$1,000	\$1,000	\$1,000*	\$1,000	\$1,000	\$1,063	
		\$1,063	\$1,063	\$1,063	\$1,063	\$1,063	\$1,125	
		\$1,125	\$1,125	\$1,096	\$1,125	\$1,125	\$1,188	HAP Contract Rent is Reached for 4 Bedrooms (Rent does not increase unless fair market rent increase)
		\$1,188	\$1,188	\$1,096	\$1,188*	\$1,188	\$1,250	
					1,250	\$1,250	\$1,313	
					\$1,313	\$1,313	\$1,359	HAP Contract Rent is Reached for 5 Bedrooms (Rent does not increase unless fair market rent increase)
					\$1,375	1,375*	\$1,359	

APPENDIX E: COMMUNITY BASED RENTAL ASSISTANCE (CBRA) POLICY

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. The CBRA policy is also applicable to units converted to PBV under the Rental Assistance Demonstration (RAD) program.

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.

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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.
4. 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.

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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.

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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 and/or neighborhood along Charlotte's new

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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 recertifications, interim recertifications 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.
- Tenants that occupied RAD -PBV units the time of conversion

Determining Rent to Owner

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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 F: ADDITIONAL 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, and as of the start of Quarter two, 85% (281 of 331) the communities *eligible residents and have assisted over 120 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.

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.

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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.

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.

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.

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.

Recently, CES added exciting new certification programs for jobseekers. Facilitated by Grace-Mar Service, the courses provide nationally recognized certifications in areas such as customer service, apartment leasing, maintenance technician, and food services (ServSafe).

In 2017, 937 individuals were served at CES. 16% of those individuals were identified as CHA residents (148). The employment services provider, Grace-Mar Services, continues to work with residents that may require a higher level or specialized job placement assistance. Highlights include:

The average income for CHA residents prior to job placement: \$9.74, Average income after placement: \$ 11.15

CES Success Measures

1. Number of clients in training and/or educational programs

APPENDIX F

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

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. Since 2009, CHA has participated 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.

Since the inception of the program, over 20 CHA residents have been trained to be Community Health Workers. To date, there are currently two (2) residents who are actively Community Health Workers. The Community Health Worker plays a key role in promoting better health in African American communities. They help residents learn about health issues and show them ways to live healthier lives. Community Health Workers use a manual to train 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.

To date, there have been 21 classes completed with a total of 671 participants engaging in the WEHL program. WEHL has hosted classes in both CHA family and senior communities. The total number of graduates for 2016 was 63. 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 Body Mass Index (BMI), 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 principle. This means sharing what you have learned 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.

APPENDIX F

Real Estate Activities

Dillehay Courts

Dillehay Courts has received a CHAP for its RAD conversion and a financing plan will be submitted by March 31, 2019 indicating one or two options: rehabilitation or demolition and rebuild, starting in the third quarter of 2019. The financing package will likely include 4% Low Income Housing Tax Credits and tax-exempt bonds along with permanent financing secured through the FHA insured 221(d)4 program. The renovation activities will require significant coordination between the construction activities and the temporary relocation of households from the apartments that range in size from two-bedroom units all the way up to five bedroom units. The specified initial relocation notification and meeting with residents has been held within the required time-frame.

Tall Oaks II

Phase II of Tall Oaks Redevelopment will continue to be pursued as designs are refined for a multi-family development for the remaining of the 2.7-acre site. The current plans are to move the Phase II activities of the construction phase to 2022 depending on availability of public resources. Current plans being discussed with the neighbors and City officials calls for the development of between 80-100 units of housing with a portion of the units serving a very-low income population along with a majority of units being targeted to households between 60% and 80% of the area-median income to address the need for work-force housing in the neighborhood.

Hampton Creste

Horizon Development Properties (HDP), a wholly-owned non-profit subsidiary of CHA, is continuing to review opportunities to undertake a major renovation of the 213-unit property (60 RAD PBV units) that serves as both a source for transitional housing and workforce housing.

Tarlton Hills

HDP continues to explore options available to redevelop the site of the 50-unit RAD PBV development situated near Uptown Charlotte.

Hall House

CHA is working in collaboration with a number of key stakeholders, including both the City of Charlotte and Mecklenburg County, to develop a revitalization strategy for a three-block area of Uptown Charlotte that includes the 2.2-acre Hall House site. The CHA Board of Commissioners is looking at the best path available to redevelop this valuable asset into a thriving mixed-use development comprised of residential and commercial space that offers the best opportunity for long-term sustainability, keeping affordable housing in the heart of Charlotte. All of the public housing assistance for the 191 units at Hall House has been transferred to other developments as a part of CHA's portfolio RAD conversion. CHA will retain affordability at Hall House moving forward using a mixed-income, mixed-use strategy.

APPENDIX G: DEMOLITION/DISPOSITION ACTIVITY

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: 2019

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: 2019

APPENDIX G

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

Demolition/Disposition Activity Description	
1a. Development name:	Strawn Apartments
1b. Development (project) number:	3-07
2. Activity type:	Demolition <input checked="" type="checkbox"/> Disposition
3. Application status	Approved <input checked="" type="checkbox"/> 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	<input checked="" type="checkbox"/> 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: 2018

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

Applicant Name

The Charlotte Housing Authority

Program/Activity Receiving Federal Grant Funding

Not Applicable

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

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)

Name of Authorized Official

A. Fulton Meachem, Jr.

Title

President & Chief Executive Officer

Signature

Date (mm/dd/yyyy)

January 23, 2019