

# CHARLOTTE HOUSING AUTHORITY 2017 MOVING FORWARD ANNUAL REPORT



# CHARLOTTE HOUSING AUTHORITY LEADERSHIP

---

## **BOARD OF COMMISSIONERS**

Shirley L. Fulton, Chair

Jonathan Lahn, Vice-Chair

Sheila Jones

Lucy M. Brown

Ray McKinnon

Linda Ashendorf

## **CHIEF EXECUTIVE OFFICER**

A. Fulton Meachem, Jr

## **SENIOR MANAGEMENT**

Shaunté Evans, Executive Vice President of Administrative Operations

Heather Franklin, Vice President of Finance

Michael Gosselin, Executive Vice President of Real Estate Management

Harriet L. Huell, Executive Vice President of Legal

Sandra Pizarro, Executive Vice President of Talent Operations

# **TABLE OF CONTENTS**

<b>YEAR IN REVIEW</b>	<b>5</b>
<b>I. INTRODUCTION</b>	<b>6</b>
<b><u>A. OVERVIEW OF SHORT-TERM MTW GOALS &amp; OBJECTIVES</u></b>	<b>8</b>
<b><u>B. OVERVIEW OF LONG-TERM MTW GOALS &amp; OBJECTIVES</u></b>	<b>9</b>
<b>II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION</b>	
<b><u>A. GENERAL HOUSING AUTHORITY OPERATING INFORMATION</u></b>	<b>11</b>
New Housing Choice Vouchers that were Project-based During the Fiscal Year	
Other Changes to the Housing Stock that Occurred During the Fiscal Year	
General Description of Actual Capital Fund Expenditures During the Fiscal year	
Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year-end	
Federally Subsidized Housing Owned and/or Managed by the PHA at Fiscal Year-end	
<b><u>B. LEASING INFORMATION</u></b>	<b>15</b>
Actual Number of Households Served at the End of the Fiscal Year	
Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very	
Low-income	
Reporting Compliance with Statutory MTW Requirements: Maintain Comparable of Family	
Sizes Served	
Description of Any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or	
Local, Non-traditional Units and Solutions at Fiscal Year-end	
Number of Households Transitioned to Self-sufficiency by Fiscal Year-end.	
<b><u>C. WAIT LIST INFORMATION</u></b>	<b>18</b>
Wait List Information at Fiscal Year-end	
Description of Other Wait Lists	

<b>III. PROPOSED MTW ACTIVITIES</b>	<b>18</b>
<b>IV. APPROVED MTW ACTIVITIES</b>	<b>19</b>
<b><u>A. IMPELNTED ACTIVITIES</u></b>	<b>19</b>
ACTIVITY 2017-1: Modified Terms of Over Subsidy	
ACTIVITY 2017-2: Imputed Earned Income	
ACTIVITY 2017-3: Payment Standards	
ACTIVITY 2016-1: Homeownership Program	
ACTIVITY 2010-1: Rent Reform and Work Requirement	
ACTIVITY 2016-4: Single Platform for Inspections	
ACTIVITY 2016-5: Controlled Program Movement	
ACTIVITY 2016-6: Modified Definition of Elderly	
ACTIVITY 2015-1: Streamline Project-Based Vouchers (PBV) and Public Housing Regulations	
ACTIVITY 2009 3: Community Based Rental Assistance	
ACTIVITY 2011-2: Local Rental Subsidy Activity	
ACTIVITY 2009-5: Moving Forward Supportive Services	
ACTIVITY 2009-8: Land Acquisition for Future Use	
ACTIVITY 2008-2: Participant Landlord Tracking	
ACTIVITY 2008-3: Investment Policies Consistent with State Law	
ACTIVITY 2008-7: Increase Acquisition and Rehabilitation of Existing Multi-Family Properties	
ACTIVITY 2011-2: Convert Units to Public Housing	
ACTIVITY 2011-3: New Construction of Affordable Units	
<b><u>B. NOT YET IMPLEMENTED ACTIVITIES</u></b>	<b>55</b>
<b><u>C. ACTIVITIES ON HOLD</u></b>	<b>55</b>
<b><u>D. CLOSED-OUT ACTIVITIES</u></b>	<b>55</b>
<b>V. SOURCES AND USES OF FUNDS</b>	<b>57</b>

<b><u>A. SOURCES AND USES OF MTW FUNDS</u></b>	<b>57</b>
Actual Sources and Uses of MTW Funding for the Fiscal Year	
Activities that Used Only MTW Single-fund Flexibility	
<b><u>B. LOCAL ASSET MANAGEMENT PLAN</u></b>	<b>58</b>
<b>VI. ADMINISTRATIVE</b>	<b>59</b>
<b><u>A. HUD REVIEWS, AUDITS OR PHYSICAL INSPECTION ISSUES</u></b>	<b>59</b>
<b><u>B. RESULTS OF CHA-DIRECTED EVALUATIONS</u></b>	<b>59</b>
<b><u>C. CERTIFICATION OF THE 3 MTW STATUTORY REQUIREMENTS</u></b>	<b>59</b>



# Housing Matters in Charlotte

Charlotte, North Carolina's largest municipality is the second largest city in the Southwest region and the second fastest growing large city in the country. The Charlotte-Mecklenburg region has established itself as a major commerce center and the second-largest banking center in the country. The local economy, fueled by a rapid increase in financial, STEM, and construction sectors has continued to fuel job growth in 2017. Overall housing production has kept pace with population growth but housing production for low-income households has and still lags. Charlotte's population is projected to grow by 300,000 by year 2040. The proportion of residents at or below the poverty line will remain around 15 percent. Rapid job growth, population growth and positive in-migration have benefited the region in many regards, but also have been main contributors in the reduction in affordable housing options. The Charlotte region is currently supporting just 21,000 units for 50% of area median income and under, and have only added an average of 312 affordable housing units per year over the last 10 years. A community's adequate supply of affordable housing plays an important role in creating inclusive neighborhoods, attracting and retaining a diverse workforce, improving the security of households, and establishing access to economic opportunity. As concerned members of the Charlotte area

***IN 2017  
CHA  
ASSISTED  
21,466  
INDIVIDUALS  
ACQUIRE OR  
SUSTAIN  
HOUSING***



*Construction of uptown's Romare Bearden Park via Sky Nior*

community we must ask ourselves tough questions like: is our community prepared to accommodate the housing needs of another 45,000 persons living at or below the poverty line? And as Charlotte's leader in the delivery of affordable housing here at CHA, we must raise the level of dialogue with our private and local leadership partners with questions like: what share of the future population will require housing assistance? How can we best deliver assistance to everyone who the private market is excluding? How can the pace of regional segregation by income be slowed? And in the short term, how can we better incent the private housing market to partake in creating more affordable housing solutions at multiple price points?

In 2017, CHA assisted more than 21,466 individuals acquire or sustain housing, which in total linked them with 9,774 units. Without this assistance, a significant number of households would have been homeless. Even with such success, our efforts have not been sufficient in matching all that are eligible with the assistance needed. The most essential resources we have for addressing this enormous challenge are our federal housing programs—in particular-- Housing Choice Vouchers. Federal funding available for Housing Choice Voucher recipients to secure housing from private landlords remains insufficient, and the problem is intensified by the continual rise of rent levels in the region. In the face of inadequate and uncertain funding, the efficient and effective use of existing resources is critical to house as many households as possible, to leverage additional funding, and to support long-range outcomes around self-sufficiency, well-being, and sustainable neighborhoods. Moving to Work (MTW), more than ever, is proving critical in expanding and deepening local partnerships while also enabling the flexibility to derive answers to those vital questions of how to most efficiently and effectively serve the unique and growing housing needs of our community through a period of enormous change.

Successful adoption of MTW has and will continue to allow CHA to: align with local partners to address the housing and service needs of the region's most vulnerable and difficult to serve residents, expand geographic choice, preserve and expand our portfolio of housing dedicated to low-income households, support important long-term goals for the neighborhoods we serve, and enable local leadership to develop strategies that meet a wide-range of housing needs in a very competitive market.

As an MTW agency, CHA is required to submit an Annual Report each year indicating the status of outcomes and planned benchmarks of our housing inventory, and all policy and housing activities undertaken in fiscal year 2017. Just as important, this report and its content serves as a greater reflection of our values and we hope, an entryway to engagement with housing partners and concerned stakeholders of the Charlotte-Mecklenburg community. As CHA continues to utilize MTW opportunities to develop strategies which address a broad range of housing needs for families, we very much look forward to discussing together the merits of both this report, as well as our long-term Moving to Work vision.

# **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 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 program for fiscal year 2017, 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 past year, we continued 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. By end of FY 2017, CHA converted a total of 3,382 Public Housing units to Project Based Voucher units, and is on schedule to convert 100 percent of unit inventory in FY 2019.



## **BECOME CHARLOTTE'S PREMIER AFFORDABLE HOUSING REAL ESTATE DEVELOPER AND PROPERTY MANAGEMENT ORGANIZATION**

Through the separate yet coordinated action of four incorporated entities, CHA has increased overall capacity to advance a broader range of affordable housing priorities that reach beyond the traditional model of a bricks and sticks public housing operation. Moving forward, CHA continues to seek efficient outcomes of its separate affiliates through issue-driven partnerships, professionalized services with high standards of delivery.

## **UTILIZE QUALITY RESEARCH AND EVALUATION TO DRIVE DECISIONS THAT SHAPE LOCAL HOUSING POLICIES AND AGENDAS.**

Through close partnerships with the region's leading research 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**

### **STRATEGY 1**

#### **Continue to increase the number of families transitioning to self-reliance.**

As CHA efforts to ensure housing acts as a platform for the advancement of economic opportunity through the recognition that economic immobility is a serious community problem, we strive to advance and expand our Moving Forward Family Self-Sufficiency model. Enabled by Core Programs Inc, component programs are designed to help families with multi-dimensional challenges become economically independent through educational and occupational opportunities that are matched with compatible supportive services and that connect clients to the resources and opportunities of the thriving regional market.

## **STRATEGY 2**

---

**Continue to strengthen the physical, operational, financial sustainability of our portfolio of more than 9,774 affordable housing units in over 57 properties.**

With successful utilization of RAD and MTW flexibilities, CHA can continue to foster innovation in the way it operates so as to transform from an agency that was focused on the adherence of complex and firm HUD rules and regulations, to an agency that is now able to act more receptively to the area's competitive market.

## **STRATEGY 3**

---

**Continue to provide greater geographic choice for low-income households to access neighborhoods with more opportunities.**

So that our clients can live in neighborhoods with higher quality schools, higher median income, better access to jobs and transit, and lower incidences of crime. These neighborhood influences will help in the reversal of the damaging impact of highly concentrated areas of poverty while also increasing the likelihood that the children of households in our program can break the cycle of intergenerational poverty.

## **STRATEGY 4**

---

**Continue to increase the supply of housing in the region that is affordable to low-income households.**

As there are significant unmet needs for affordable rental housing which remain, even as wages for many in Charlotte are improving. The unmet need for decent, safe, and affordable rental housing for low-income families in Charlotte, continues to outpace the ability of federal, state, and local governments to supply housing assistance and facilitate housing production. CHA continues to be active in the acquisition and preservation of housing affordability in high-cost and emerging markets throughout the Charlotte area.

## **STRATEGY 5**

---

**Continue to expand and deepen partnerships.**

With a goal of stabilizing low-income neighborhoods through improved services, amenities, institutions, health, and social systems to encourage economic and intergenerational mobility. In 2018 and beyond, CHA plans to strengthen existing alliances while building new collaborations to increase our impact on the progress of people and neighborhoods throughout the Charlotte-Mecklenburg area.

## **II. GENERAL HOUSING AUTHORITY**

### **OPERATING INFORMATION**

#### **A. HOUSING STOCK INFORMATION**

##### **NEW HOUSING CHOICE VOUCHERS THAT WERE PROJECT-BASED DURING THE FISCAL YEAR**

<b>PROPERTY NAME</b>	<b>ANTICIPATED NUMBER OF NEW VOUCHERS TO BE PROJECT-BASED</b>	<b>ACTUAL NUMBER OF NEW VOUCHERS THAT WERE PROJECT-BASED</b>	<b>DESCRIPTION OF PROJECT</b>
Tall Oaks	81	81	Property demolished and redeveloped as mixed-income site.
Southside Homes	392	392	RAD conversion to PBV
Edwin Towers	176	176	RAD conversion to PBV
Stonehaven	24	24	RAD conversion to PBV
Springfield Gardens	22	22	RAD conversion to PBV
940 Brevard	40	40	RAD conversion to PBV
Charlottetown	161	161	RAD conversion to PBV
Montgomery Gardens	20	20	RAD conversion to PBV
First Ward Place	132	132	RAD conversion to PBV
Arbor Glen 50	25	25	RAD conversion to PBV

<b>Property Name</b>	<b>ANTICIPATED NUMBER OF NEW VOUCHERS TO BE PROJECT-BASED</b>	<b>ACTUAL NUMBER OF NEW VOUCHERS THAT WERE PROJECT-BASED</b>	<b>DESCRIPTION OF PROJECT</b>
Arbor Glen I	60	60	RAD conversion to PBV
The Park at Oaklawn	89	89	RAD conversion to PBV
Rivermere	20	0	Property did not close in 2017 as anticipated.
Nia Point	29	29	RAD conversion to PBV
Arbor Glen III	12	12	RAD conversion to PBV
McAden Park	30	30	RAD conversion to PBV
Prosperity Creek	72	157	Converted traditional project based as well. Through transfer of assistance, able to convert traditional to RAD PBV.
South Oak Crossing	20	20	RAD conversion to PBV
Seigle Point	10	102	Converted traditional project based as well. Through transfer of assistance, able to convert traditional to RAD PBV.
Springcroft at Ashely Park	18	18	RAD conversion to PBV
Ashely Park	22	22	RAD conversion to PBV
Steele Creek	60	121	Converted traditional project based as well. Through transfer of assistance, able to convert traditional to RAD PBV.
Retreat at Renaissance	70	91	Converted traditional project based as well. Through transfer of assistance, able to convert traditional to RAD PBV.
Residence at Renaissance I	23	31	Converted traditional project based. Through transfer of assistance, able to convert traditional to RAD PBV.



Residence at Renaissance II	52	0	RAD conversion to PBV
Woodlawn House	52	104	Converted traditional project based as well. Through transfer of assistance, able to convert traditional to RAD PBV.
The Landing	92	92	RAD conversion to PBV
<b>Total Number of New Project Based Vouchers</b>	<b>1,855</b>	<b>2,051</b>	

	ANTICIPATED	ACTUAL
<b>TOTAL NUMBER OF PROJECTBASED VOUCHERS COMMITTED AT THE END OF THE FISCAL YEAR</b>	3,611	3,611
<b>TOTAL NUMBER OF PROJECTBASED VOUCHERS LEASED UP OR ISSUED TO A POTENTIAL TENANT AT THE END OF THE FISCAL YEAR</b>	3,611	3,611

## OTHER CHANGES TO THE HOUSING STOCK THAT OCCURRED DURING THE FISCAL YEAR

### **RAD conversions Scheduling:**

For three separate properties, RAD conversions were projected for FY 2017 but were delayed. Two properties, Residence at Renaissance II, and Rivermere are on schedule for full conversion by end of FY 2018. The third property Dellahey will complete full conversion in FY 2019.

### **New Construction:**

The Tall Oaks property, now named The Oaks at Cherry was demolished and subsequently built during FY 2017, with anticipated lease-up scheduled for FY 2018.

## GENERAL DESCRIPTION OF ACTUAL CAPITAL FUND EXPENDITURES DURING THE PLAN YEAR

N/A. There are no planned capital expenditures due to RAD conversion.

The Capital Fund Grant in 2017 is calculated based on the remaining units that were not converted to RAD prior to FY 2017. Planned use of these funds in 2017 were dedicated for RAD HAP contracts for the remaining sites that which were scheduled for conversion in 2017. Due to the RAD Conversion, all capital projects completed in 2017 were funded through the replacement of reserve accounts established for each individual property. The Improvements Projects List by site is included as Appendix N. These projects include items identified by the RAD Physical Needs Assessment, to improve inventory through short and medium-term scheduling and on an as-needed basis. In recent years the improvements and types of updates using capital funds has varied, but generally, has involved: painting, landscaping, utility upgrades, ADA compliance projects, siding replacement, and sprinkler system upgrades.

### **More specifically and sorted by property, major improvements included---**

**Hampton Creste:** Masonry Wall Repair, Deck Replacement, Porch Removal Project, Fencing, Water Line Project, Privacy Wall Removal, Paving Project, Stair Replacement Project; **Southside Homes:** Sidewalk Project, Privacy Wall Removal, Paving Project, Pressure Washing; **Leafcrest:** Fire Restoration Project, Office Renovation Project; **Autumn Place:** Cooling Tower; **Cedar Knoll:** Sewer Line Repair; **Clarmont:** Office Conversion; **Savanna Woods:** Interior ADA Project; **Gladedale:** Water Line Project, Tree and Stump removal; **Meadow Oaks:** Breezeway Sealing Project, Tree and Stump Removal.



*The Landing at Park Road, Dilworth Neighborhood, Charlotte North Carolina*

## B. LEASING INFORMATION

### ACTUAL NUMBER OF HOUSEHOLDS SERVED AT THE END OF THE FISCAL YEAR

HOUSING PROGRAM	NUMBER OF HOUSEHOLDS SERVED	
	PLANNED	ACTUAL
Federal MTW Public Housing Units to be Leased	3,790	333
Federal MTW Voucher (HCV) Units to be Utilized	4,242	4,327
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	994	994
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	145	145
<b>TOTAL PROJECTED AND ACTUAL HOUSEHOLDS SERVED</b>	<b>9,779</b>	<b>6,165</b>

HOUSING PROGRAM	UNIT MONTHS OCCUPIED/LEASED	
	PLANNED	ACTUAL
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	11,928	11,928
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	1,740	1,740
<b>TOTAL PROJECTED AND ACTUAL HOUSEHOLDS SERVED</b>	<b>13,668</b>	<b>13,668</b>

	AVERAGE NUMBER OF HOUSEHOLDS SERVED PER MONTH	TOTAL NUMBER OF HOUSEHOLDS SERVED DURING THE YEAR
Households Served through Local Non-traditional Services Only	1,139	13,668

## **REPORTING COMPLIANCE WITH STATUTORY MTW REQUIREMENTS: 75% OF FAMILIES ARE VERY LOW-INCOME**

<b>FISCAL YEAR:</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Total Number of Local, Non-Traditional MTW Households Assisted	N/A	276	284	390	994
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	N/A	258	284	390	795
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	N/A	93%	100%	100%	80%

## **REPORTING COMPLIANCE WITH STATUTORY MTW REQUIREMENTS: MAINTAIN COMPARABLE MIX OF FAMILY SIZES SERVED**

### **BASELINE FOR THE MIX OF FAMILY SIZES SERVED**

<b>FAMILY SIZE (IN PERSONS)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6+</b>	<b>TOTAL</b>
Occupied Number of Public Housing Units by Household Size when PHA Entered MTW	1,209	405	311	241	107	62	2,335
Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	1,029	939	1,006	764	371	232	4,521
Non-MTW Adjustments to the Distribution of Household Sizes	0	0	0	0	0	0	0
Baseline Number of Household Sizes to be Maintained	2,238	1,344	1,317	1,005	478	294	6,676
Baseline Percentages of Family Sizes to be Maintained	34%	20%	20%	15%	7%	4%	100%

### **EXPLANATION FOR BASELINE ADJUSTMENTS TO THE DISTRIBUTION OF HOUSEHOLD SIZES UTILIZED**

*\*\*No baseline adjustments to distribution of household size in or just before FY 2017*



## MIX OF FAMILY SIZES SERVED

FAMILY SIZE (IN PERSONS)	1	2	3	4	5	6+	TOTAL
Baseline Percentages of Family Sizes to be Maintained	34%	20%	20%	15%	7%	4%	100%
Number of Households Served by Family Size this Fiscal Year	3,221	1,448	1,336	881	439	277	7,602
Percentages of Households Served by Household Size this Fiscal Year	38%	17%	16%	11%	5%	3%	90%
Percentage change	4%	3%	4%	4%	2%	1%	10%
<b>**EXPLANATION FOR FAMILY SIZE VARIATIONS OF OVER 5% FROM THE BASELINE PERCENTAGES**</b>							
<b>**No family size variations of over 5% in FY 2017</b>							



*The Landing at Park Road; Charlotte, NC.*

## DESCRIPTION OF ANY ISSUES RELATED TO LEASING OF PUBLIC HOUSING, HOUSING CHOICE VOUCHERS OR LOCAL, NON-TRADITIONAL UNITS AND AT FISCAL YEAR END

No outstanding issues related to the leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units to report for FY 2017.

## NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF-SUFFICIENCY BY FISCAL YEAR END: 1

### C. Wait List Information

#### WAIT LIST INFORMATION AT FISCAL YEAR END

HOUSING PROGRAM	WAIT LIST TYPE	NUMBER OF HOUSEHOLDS ON WAIT LIST	WAIT LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAIT LIST OPENED DURING THE FISCAL YEAR?
RAD & PBV	Site Based	4,675	Partially Open	Yes
HCV	Central	13,748	Closed	No

#### **Partially Open Wait List for RAD & PBV Units: Description of Population**

Program-wide priority populations (in order) include: veterans, those experiencing homelessness, working families, and the disabled.

*\*\*There were no changes to the organizational structure of the wait list or policy changes regarding the wait list in FY 2017.*



# **III. PROPOSED MTW ACTIVITIES**

CHA has no new activities to propose at this time; page intentionally left blank.

# IV APPROVED MTW ACTIVITIES

## A. IMPLEMENTED ACTIVITIES

YEAR-ACTIVITY #	MTW ACTIVITY	STATUTORY OBJECTIVE	PAGE #
2017-1	Modified Terms of Over Subsidy	Cost Effectiveness, Housing Choice	21
2017-2	Imputed Earned Income	Cost Effectiveness, Self Sufficiency	22
2017-3	Exception Payment Standards	Cost Effectiveness, Self Sufficiency	22
2016-1	Homeownership Program	Self Sufficiency, Housing Choice	24
2010-1	Rent Reform and Work Requirement (Revision)	Cost Effectiveness, Self Sufficiency	26
2016-4	Single Platform for Inspections	Cost Effectiveness	29
2016-5	Controlled Program Moves	Cost Effectiveness	30
2016-6	Modified Definition of Elderly	Housing Choice	32
2015-1	Streamline Project-Based Vouchers (PBV) and Public Housing Regulations	Cost Effectiveness	33
2009 3	Community Based Rental Assistance	Cost Effectiveness, Housing Choice, Self Sufficiency	34
2011-2	Local Rental Subsidy Activity	Cost Effectiveness, Housing Choice	36
2009-5	Moving Forward Supportive Services	Cost Effectiveness, Self Sufficiency	40
2009-8	Land Acquisition for Future Use	Housing Choice	46
2008-2	Participant Landlord Tracking	Housing Choice	47
2008- 3	Investment Policies Consistent with State Law	Cost Effectiveness	49
2008-7	Increase Acquisition and Rehabilitation of Existing Multi-Family Properties	Cost Effectiveness, Housing Choice	49
2011-2	Convert Units to Public Housing	Cost Effectiveness, Housing Choice, Self Sufficiency	51
2011 –3	New Construction of Affordable Units	Housing Choice	54



## **2017-1 MODIFIED TERMS OF OVER-SUBSIDY**

**Statutory Objective:** Housing Choice

### **Activity Description and Background:**

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

### **Status of Impact:**

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

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

### **Update of Application:**

CHA re-proposed the Modified Terms of Over-subsidy in the 2018 Annual Plan. The agency does not have any data for 2017 to report on since it did not begin implementation of the activity until 2018. Software changes have not been made to trigger \$0 HAP when the HAP will pay \$75 or less. Beginning with the April 2018 re-certifications. March Lease Ups and March interims, the Housing Specialist has been identifying the households and providing notification. At the RAD PBV properties the participant will be allowed to remain in the unit and the unit will stay under the HAP contract until 180 days after 30% of the family's monthly adjusted income equals the payment standard for the unit size for which the family qualifies. Tenants who were in place during the RAD conversion are exempt from over subsidy regulations. The outcomes will be reported on in the 2018 MTW Annual Report.



## **2017-2 IMPUTED EARNED INCOME**

**Statutory Objective:** Cost Effectiveness, Self Sufficiency

### **Activity Description and Background:**

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

### **Status of Impact:**

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

Anticipated impacts include:

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

### **Update of Application:**

CHA did not implement the Imputed Earned Income in 2017. The agency sent notices to participants in January 2018 regarding the new initiative (noting it was part of a public review process in 2016). The staff began using the approved activity for March 2018 interims and April 2018 re-certifications. It will also be used for non-compliance with the work requirement beginning fall 2018.

## **2017-3 EXCEPTION PAYMENT STANDARDS**

**Statutory Objective:** Housing Choice

### **Activity Description and Background:**

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

Neighborhoods chosen will meet criteria such as, but not limited to, areas with low minority – low poverty, low crime rate, access to better services including schools, health facilities and job opportunities.

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

Data is compiled using CHA's software system which tracks the number of participants that have moved into low poverty areas. CHA selected zip codes and census tracts utilizing research data from institutions including but not limited to North Carolina Universities, city data from Mecklenburg County and US Census Bureau to identify these areas. We will be utilizing third party software to obtain comparable market rents on selected areas.

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

28031, 28036, 28105, 28209, 28226, 28270, 28277.

#### **Update of Application:**

CHA did not finalize the Choice Mobility Program details in 2017. Planning is still underway as of March 2018. One of the critical components still in planning stages are what type of supportive services will be provided, funding of those services, preferences for working families with children. CHA currently pays 120% of the FMR in specified census tracts in the Charlotte community. Additionally, the agency encourages participants to consider non-concentrated areas by advertising on the lobby television to seek areas with low crime, low poverty, and area A+ schools.

While CHA is not reporting on how many households moved to exception payment standards areas, the following number of households resided in the target zip codes in 2017:

<b><u>Target Zip Codes:</u></b>	<b><u>Number of Households:</u></b>
28209	11
28226	14
28270	16
28277	7
28031	5
28036	23
28105	12

## **2016-1 HOME OWNERSHIP INITIATIVE**

**Statutory Objective:** Cost Effectiveness, Self Sufficiency

### **Activity Description and Background:**

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

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

- Must be a Housing Choice Voucher program participant
- Participating households must demonstrate a minimum 24 months of stable employment history or stable receipt of acceptable fixed income for elderly/disabled
- Must possess a minimum annual income of \$14,500 for families reporting earned income
- A minimum annual income of \$8,750 for elderly or disabled designated households
- All households must attend a mandatory Open House and participate and successfully complete a CHA approved HUD- certified Homeownership Education and Counseling program. The program will provide workshops and individualized tailored counseling plans on budgeting, credit, the home buying process, roles and responsibilities of the lender and realtor. The Homebuyer Education Provider will assess participants for mortgage readiness through review of their tri-merge credit scores, debt ratio, employment history, reserves, and other financial concerns that directly impact the participant's ability to become mortgage ready. There is an 8-hour workshop provided to each participant once they become mortgage ready. This workshop is recognized by down payment assistance programs. 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 Housing Assistance Payment (HAP). A re-calculation will be done when the participant is determined mortgage ready by the Homebuyer Education Provider to determine the new HAP. This subsidy combined with a participant's income shall serve as the base for mortgage lender approval. HAP subsidies will be set and may not be adjusted by a household's loss of income. Accordingly, households which may



experience an increase in income will not incur an adjustment in their HAP subsidy; therefore, incentivizing 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. 25

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.

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

## **2010-1 RENT REFORM AND WORK REQUIREMENT INITIATIVE**

**Statutory Objective:** Cost Effectiveness, Self Sufficiency

### **Activity Description and Background:**

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

### **Rent Reform:**

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

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

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

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

<b>MEDICAL EXAMPLE</b>	<b>MEDICAL DEDUCTION</b>	<b>CHILDCARE EXPENSE</b>	<b>CHILDCARE DEDUCTION</b>
\$0 - \$2,499	\$0	\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$2,500	\$2,500 - \$4,999	\$2,500
\$5,000 - \$7,499	\$5,000	\$5,000 - \$7,499	\$5,000
\$7,500+	\$7,500	\$7,500+	\$7,500

### Work Requirement:

CHA introduced a work requirement where the Head of Household will be expected to work full-time in the final phase (however, the requirement can be fulfilled by any adult in the household or a combination of the adults in the household). Full-time work is defined as employment for 30 hours or more per week.

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

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

After the introductory phase, Households were expected to exhibit a good-faith effort to find work for a minimum of 20 hours a week and/or participate in other work participation activities. At the beginning of the final phase of the work requirement, CHA will begin requiring the Household to work full-time (at least 30 hours /week). Participants who fail to comply with the terms of the Work requirement policy may be sanctioned. The sanctions will increase in magnitude the longer a participant is in non-compliance, and shall be applied in phases as follows:

- Improvement Period: Participant will have a three (3) month warning period to cure non-compliance, if not cured within three (3) months, Probationary sanctions will be applied. Participants may be granted extensions to the implement period if in compliance with their established improvement plan.
- Probationary Period: Participant will lose 50% of their rental assistance for up to three (3) months. If they fail to correct the non-compliance within three (3) months, non-compliance sanctions will be applied.
- Non-Compliance Period: Participant will lose 100% of their rental assistance for six (6) months and will be required to pay the established contract rent. Participant still has the option to cure the non-compliance during the 6-month period while they are paying market rent. If the Participant fails to cure the non-compliance by the end of the 6-month period, they will continue to pay contract rent and move to Termination.
- Termination: begins and the Participant's incentive account, if any, is forfeited due to non-compliance. For Housing Choice Voucher participants, this means they will lose their voucher eligibility permanently, but may be able to remain unassisted in their current unit.

**CHA tracks the following:**

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

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
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.	(2040 staff hours) for 2017 totaled approximately \$40,800.
<b>CE#2: Staff Time Savings</b>			
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.	2040
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease in average error rate in rent calculation task as a percentage (Blue Horizon Property Management Subsidiary).	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%	7%
<b>CE#5: Increase in Agency Rental Revenues</b>			
Increase in rental revenue in dollars.	CHA had agency wide rental revenue of \$4,780,995.99; all CHA managed, tenant rents only	A projects rental revenue of \$2,798,379	\$5,468,568; average increase of \$687,573 across all sites.
<b>SS#1: Increase in Household Income</b>			
Average earned income of households participating in the Rent Reform activity	Average earned income prior to implementation \$13,326	Expected average earned income (2.5% increase) \$13,659	Increase of \$13,870 (4%)
<b>SS#3: Increase in Positive Outcomes in Employment Status</b>			

Increase in the number of head(s) of households employed full-time	Head(s) of households employed full time prior to implementation of rent reform activity was 64	Expected head(s) of households employed full time 92	78
<b>SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is not available, but as of FY2014 it is 231.	Expected number of households receiving TANF 205.	176
<b>SS#5: Households Assisted by Services that Increase Self Sufficiency</b>			
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self-sufficiency services prior to implementation of the activity is 291	Expected number of households receiving self-sufficiency services 295	332
<b>SS#6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Decrease in average amount of Section 8 and Section 9 subsidy per household affected by this policy in dollars	Average subsidy per household affected by this policy prior to implementation of the activity is \$547 for HCV HAP and \$359 for PH	Expected average Subsidy per household affected by this policy is \$605 for HCV HAP and \$262 for PH	HCV-\$589 PH:\$262
<b>SS#8: Households Transitioned to Self Sufficiency</b>			
Increase in number of households transitioned to self-sufficiency	Households transitioned to self-sufficiency (positive move out with no subsidy assistance) prior to implementation of the activity is 0	Expected households transitioned to self-sufficiency (positive move out with no subsidy assistance) is 6	1

## **2016- 4 SINGLE PLATFORM FOR INSPECTIONS**

### **Statutory Objective: Cost Effectiveness**

#### **Activity Description and Background:**

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



### **Update of Application:**

CHA has not transitioned the inspection of tenant based voucher units to UPCS only. However, the agency uses the reinspection aspect of the UPCS inspection on tenant based voucher units. Utilizing this aspect means CHA allows the participant and housing provider to self-certify on a reinspection for annuals if the unit is not in abatement or the repair items do not include health or safety items. CHA does use UPCS with some aspects of HQS on the RAD PBV units in the agency portfolio. The agency is waiting for HUD UPCS-V model to be introduced to all agencies and will utilize that inspection protocol for tenant based voucher units.

The data reported for the metrics for this initiative reflect re-inspections on the tenant based vouchers because re-inspections are not required on the RAD PBV or PBV units using UPCS. In the year 2017, CHA completed 3995 (comprised of 1614 Initial inspections and 2381 Annual Inspections). The pass/fail on the Initial and annual for 2017 is below:

Total of Initials: 1614; 812 Passed (50%), 802 Failed (50%)

Total of Annuals: 2381; 699 Passed (29%), 1682 Failed (71%)

CHA did see improvement for 2016 vs 2017:

56% of initials failed in 2016; whereas 50% of initials failed in 2017

This resulted in a 6% reduction in re-inspections completed on initials. In 2017, the agency was able to decrease total cost of re-inspections to \$23,495, with a total staff time utilized at 1,203 hours. The agency did not achieve the desired outcome for the percent of re-inspections. However, the outcome was below the baseline, at 50% for the 1,614 initial inspections.

## **2016-5 CONTROLLED PROGRAM MOVES**

### **Activity Description and Background:**

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

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



<b>MANDATORY:</b>	<b>PERMISSIBLE:</b>
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	Educational opportunities
Natural disasters that make the unit uninhabitable	
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 18- month period. Documentation examples include a job offer, school letter, police report, bank notices, or any documentation that verifies the legitimacy of the reason for the request to move inside of the 18-month period. Owner agreement to terminate may be applicable in some situations. This activity will apply to all tenant based voucher holders and port-ins.

#### **Update of Application:**

In late 2016, CHA implemented a Transfer Information Session. While the information session was not mandatory, it was attended by most individuals who wanted to transfer. To participate in the transfer session, CHA's registration staff screened the applicants by phone and through the software system, Yardi, to ensure they had resided in the unit for a minimum of 18 months or provided documentation to transfer if less than 18 months. CHA also educated housing providers through the provider newsletter, annual symposium and during Housing Provider Briefings of the 18-month transfer program.

#### **Status of Impact:**

Through both the Transfer Information Sessions and educating providers, the agency has decreased transfers lower than the benchmark target. Stabilizing families assists the local school systems, landlords for turnover expenses, and family rental history. CHA processed 679 unit transfers in 2016 at an average of 2 hours per household from meeting with family to begin paperwork to executing a HAP contract with the Housing Provider. The number decreased to 588 in 2017. The total staff time to complete transfers was 1,176 and total cost \$22,061. CHA plans to streamline the transfer paperwork beginning 2018 to decrease the average time to process transfers.

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
Decrease in total cost of processing move requests	\$26,230 per Year	\$22,756 per Year	\$22,061
<b>CE#2: Staff Time Savings</b>			
Decrease total staff time (in hours) to complete transfers	1,398 hours per Year	1,213 hours per Year	1,176

## **2016-6 MODIFIED DEFINITION OF ELDERLY**

### **Statutory Objectives:** Housing Choice

#### **Activity Description and Background:**

CHA received approval to modify the definition of elderly from 62 or older to 55 or older during the FY 2016 plan year. The initiative was implemented with RAD. The definition of elderly families for eligibility in both the Public Housing and Project Based Voucher Programs has been modified from head or co-head or spouse age 62 or older to head or co-head or spouse age 55 or older. This activity enables CHA to expand housing choice for near elderly households.

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>HC#1: Additional Units of Housing Made Available</b>			
Number of new housing units made available for households at or below 80% AMI as a result of the activity	95	95	92
<b>HC#3: Decrease in Wait List Time</b>			
Average applicant time on wait list in months	11 years	11 years	18.8
<b>HC#4: Displacement Prevention</b>			
Number of near elderly households at or below 80% AMI that would lose assistance or need to move	338	0	0
<b>HC#5: Increase in Resident Mobility</b>			

Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity

77

77

92

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

**Statutory Objectives:** Cost Effectiveness

### **Activity Description and Background:**

*CHA received approval June 24, 2014 in the FY2015 Annual Plan to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. The agency implemented the activity in FY2015.*

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

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

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

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease in total cost of Initial Third Party HQS Inspection in dollars	The current cost of HQS third party inspections is \$55	\$0	3rd party HQS inspections are no longer conducted. CHA uses UPCS inspection protocol for PBV units. CHA has approval to conduct inspections for units we have ownership interest in.
Decrease in total cost of Annual Third Party HQS Inspection in dollars	The current cost of Annual HQS inspection is \$55 per unit	\$0	
CE#2 Staff Time Savings			
Decrease total time to complete the Inspections in staff hours.	Total amount of Staff time Dedicated to Inspections prior to implementation of the activity is 272 hours	Activity is not expected to decrease because all units will continue to receive an annual inspection.	total time to complete the HQS/ UPCS Inspections = 272 hours.
CE#3: Decrease in Error Rate of Task Execution			
Decrease in the average percent error rate in completing HQS inspections at mixed developments.	Average percent failed HQS inspections prior to implementation is 4%	Expected average percent failed HQS inspections after implementation is 0%.	No change
Decrease in the average percent error rate in completing annual UPCS inspections at mixed developments	There is a 14.99% error rate prior to implementation of this activity	CHA anticipates no change in the error rate.	No change

#### Update of Application:

Metrics above are incompatible with the overall activity due to CHA's large scale RAD conversion and inspection process changes. The activity, along with the metrics herein will be re-evaluated and updated to best align with the shifting policy/activity.

## 2009-3 COMMUNITY BASED RENTAL ASSISTANCE

**Statutory Objectives:** Cost Effectiveness, Self Sufficiency, Housing Choice

#### Activity Description and Background:

CHA operates Traditional Project-Based voucher, Supportive Housing Project- Based and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). At the start of this initiative, the City of Charlotte produced a Quality of Life study which classified neighborhoods as "stable", "challenged" or "threatened". The City has discontinued use of those terms recognizing the

*potential negative impact of labeling neighborhoods. CHA now looks at the percent of households below the poverty level.*

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

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

**Traditional Activity:**

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





METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
Decrease of total cost of supportive services in dollars.	Cost of supportive services prior to implementation	Expected cost of supportive services \$2,300.	\$1,300
Decrease total time to complete the task (process PBV payments) in staff hours	Total amount of staff time dedicated to the task (process PBV payments) prior to implementation of the activity is 0	Expected amount of total staff time dedicated to the task (process PBV payments) is 9 hours monthly	7
<b>CE#2 Staff Time Savings</b>			
Decrease total time to complete the Inspections in staff hours.	Total amount of Staff time Dedicated to Inspections prior to implementation of the activity is 272 hours	Activity is not expected to decrease because all units will continue to receive an annual inspection.	183 total hours
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease in the average percent error rate in completing HQS inspections at mixed developments	Average percent failed HQS inspections prior to implementation is 4%	Expected average percent failed HQS inspections after implementation is 0%.	Using all UPCS at all mixed development sites
Decrease in the average percent error rate in completing annual UPCS inspections at mixed developments	There is a 14.99% error rate prior to implementation of this activity	CHA anticipates no change in the error rate.	14.99%

#### **Housing for Persons with Disabilities, Special Needs and Homeless; Amendment 1:**

*In FY2009, CHA was approved to implement Housing for Persons with Disabilities, Special Needs and Homeless. The activity was implemented in FY2009. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the income-based housing opportunities in the Charlotte community.*

The activity has impacted Charlotte's supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte's continuum of care. Without CHA's fund leveraging or resource commitment, projects may be delayed or not occur. In FY2015 CHA provided 35 PBV units for Moore Place and 15 for Supportive Housing Communities. Through MTW flexibility, CHA allows supportive housing programs to operate on a month to month lease, rather than requiring them to modify their program to comply with existing HUD regulations requiring 12 month initial leases. This is significant in respect to non-compliance and participant termination.

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#4: Increase in Resources Leveraged</b>			
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	\$554,300
<b>HC#5: Increase in Resident Mobility</b>			
Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI as a result of the activity (increase)	Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI prior to the activity 114	Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI is expected to be 50	9 new housing units

#### **Local Rental Subsidy Activity; Amendment 2:**

The activity was approved in FY2011 as a second amendment to the Community Based Rental Activity (2009-3). This aspect of the Activity was implemented in FY2011. CHA provides a housing subsidy of up to \$500 per month to homeless families receiving intensive supportive services.

Two separate collaborations comprise the Local Rental Subsidy Program:

1) Charlotte Family Housing(CHF) receives subsidies for 10 to 15 families that need employment and 35 to 40 for working households. 39 Working households are expected to complete the self-sufficiency FY 2017 Charlotte Housing Authority Moving Forward Annual Plan (DRAFT) 40 program within three years with a one-year extension and non- working families are given a four-year program requirement with a one-year extension. This is a 50-unit pilot program with similar requirements and processes as Charlotte Family Housing's current housing program. The program's criteria are required for each respective group; however, if those referred families are on CHA's waiting list, they will have preference. CFH established operating procedures, landlord relationships and administrative staff to deliver wrap-around services. The partnership enables delivery of supportive services at no cost to CHA. The families are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). The program targets families who are situationally or transitionally homeless. The program may also provide for the use of the subsidy to prevent homelessness by providing assistance to family's ready for transition from local shelters. It is a collaborative effort that joins local agencies which are already providing services to this community with funds from the faith community, the corporate community and the public sector. CFH uses "the ability to pay" method which bases the tenants' rental portion on net income and actual expenses. Due to calculation discrepancies, CHA has implemented the 30% rule until CFH can provide an updated recalculation policy. CHA pays a subsidy of up to \$500 to help pay the remaining rental amount. The goal is to help families achieve self-sufficiency within three to five years by providing comprehensive family development via social work, intensive case management and access to services while the family is permanently housed in a stable apartment community.

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

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

METRIC	BASELINE	BENCHMARK	OUTCOME
Decrease in total cost of average HAP in dollars	Cost of task prior to implementation of the activity TBD	implementation of the activity TBD Expected cost of task after implementation of the activity TBD	Modified agreement with Charlotte Family Housing in 2017 to remove \$500 dollar subsidy cap due to the negative impact on larger sized families.
<b>CE#2: Staff Time Savings</b>			
Decrease in total time to complete the task (process	Total amount of staff time (process HAP) dedicated to the task prior to implementation of the activity is 0.	Expected amount of total staff time (process HAP) dedicated to the task is 3 hours monthly.	implementation of Yardi payments--staff time has decreased 2.5 hours to .5 hours.
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease average error rate in completing a task (HAP calculation) as a percentage.	Average error rate of task prior to implementation of the activity is TBD during FY2015	Expected average error rate of task TBD	We do not track through this mechanism since we change the way payments are calculated, HAP is calculated using the traditional HCV method; \$500 subsidy cap no longer applies.
<b>CE#4: Increase in Resources Leveraged</b>			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0.	Expected amount leveraged for supportive services is \$5,000 per family.	\$7,464
<b>SS#1: Increase in Household Income</b>			
Increase in average earned income of households affected by this policy in dollars	Average earned income of households affected by this policy prior to implementation of the activity is \$12,322 (FY14)	Expected average earned income of households affected by this policy is \$12,630 (2.5%)	CFH: \$15,925 ASH:\$18,462
<b>SS#3: Increase in Positive Outcomes in Employment Status</b>			

Employed Full Time	Head of households employed full time prior to implementation: 23	Expected head of households employed full time is 25.	51---when baseline set we had only one program, currently we have 3 similar programs 2 locations have a work requirement.
<b>SS#4: Households Removed from Temporary Assistance for Needy Families (TANF)</b>			
Decrease in number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity is 0.	Expected number of households receiving TANF is 0.	0
<b>SS#5: Households Assisted by Services that Increase Self Sufficiency</b>			
Increase in number of households receiving services aimed to increase self- sufficiency.	Households receiving self-sufficiency services prior to implementation of the activity is 0.	Expected number of households receiving self-sufficiency services is 50.	CFH:41 ASH:35
<b>SS#6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Decrease in total cost of task (cost of HAP) in dollars	Cost of task prior to implementation of the activity \$0	Expected cost of task (average HAP) \$485.	ASH Program \$799.56 WISH Program \$649.63
<b>SS#8: Households Transitioned to Self Sufficiency</b>			
Increase in number of households transitioned to self sufficiency	Households transitioned to self-sufficiency (no subsidy) prior to implementation is 0.	Expected households transitioned to self-sufficiency (no subsidy) is 0.	CFH:22 ASH:2
<b>HC#5: Increase in Resident Mobility</b>			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity is 50.	Leasing 38 units due to 2 programs which have a work requirement under this initiative. WISH:

## **2009-5 MOVING FORWARD SUPPORTIVE SERVICES**

### **Statutory Objectives: Cost Effectiveness, Self Sufficiency**

#### **Activity Description and Background:**

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

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

Beginning April 1, 2013, CHA began providing self-sufficiency programming to three conventional public housing sites: Cedar Knoll, Leafcrest, and Tarlton Hills (group 2 in tables below) that were previously being served by an outside case management agency. As of FY2015, Grace Mar provides self-sufficiency programming to our relocated Boulevard Homes families (Group 2). As of June 2016, the supportive services portion of the Boulevard Homes HOPE VI Revitalization grant for the original residents who did not return to the revitalized site has ended. Like the Moving Forward Group 1 program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first twelve (12) months they are encouraged to become employed a minimum of 15 hours per week and be willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years. Many of the active participants in this program have a lot of barriers to self-sufficiency.



**CHA (Claremont, Victoria Square) Sites:**

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
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	1300
<b>CE#2: Staff Time Savings</b>			
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation is 100	Expected amount of total staff time dedicated to the task is 120 hours monthly	62
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease in average error rate of overall caseloads as a percentage.	Average error rate of tasks prior to implementation: 0%	Expected average error rate of tasks: 0%	Increase of 28.6%
<b>CE#4: Increase in Resources Leveraged</b>			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation is \$0	Expected amount leveraged is \$10,000	875
<b>SS#1: Increase in Household Income</b>			



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 savings/escrow amount of households affected by this policy is \$1,532 (1%)	15150
<b>SS#2: Increase in Household Savings</b>			
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by this policy prior to implementation	Expected average savings/escrow amount of households affected by policy: \$1,532 (1%)	1371
<b>SS#3: Increase in Positive Outcomes in Employment Status</b>			
# Employed FT (32+)	23	>23	19
# Employed PT (1-31)	54	>54	21
Enrolled in an Educational Program	2	2	0
Enrolled in Job Training Program		2	0
Unemployed	≤23	≤23	16
Other (workshop)	≤23	≤23	31
<b>SS#4: Households Removed from TANF</b>			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 3	Households receiving TANF 3	1

**CHA Grace-Mar/Symmetry (Boulevard Homes Originals) Sites:**

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
Decrease in total cost of task (average supportive services) in dollars.	Cost of task (average supportive services) prior to implementation is \$2,300 per household	Expected cost of task is \$1,300 per household	\$1,300
<b>CE#2: Staff Time Savings</b>			
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: 179 hours per month	54
<b>CE#3: Decrease in Error Rate of Task Execution</b>			

Decrease in average error rate in completing a task (unemployed, inactive head of household) as a percentage	Average error rate of task prior to implementation of the activity: ≤11%	Expected average error rate of task: ≤11%	10.15%
<b>CE#4: Increase in Resources Leveraged</b>			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity: \$0	Expected amount leveraged: \$10,000	\$1,333
<b>SS#1: Increase in Household Income</b>			
Increase in average earned income (0.5% increase) of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation of the activity is \$13,078	Expected average earned income of households affected by this policy is \$13,143	\$16,398
<b>SS#2: Increase in Household Savings</b>			
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by policy prior to implementation: \$1,118	Expected average savings/escrow amount of households affected by this policy is \$1,123	\$1,503 With last deposit: 12/2017
<b>SS#3: Increase in Positive Outcomes in Employment Status</b>			
# Employed FT (32+)	22	>35	24
# Employed PT (1-31)	37	>47	25
Enrolled in an educational program	3	5	6
Enrolled in job training Program	3	5	0
Unemployed	53	<96	7
Other (workshop)	11	31	34
<b>SS#4: Households Removed from TANF</b>			
Decrease in number of households receiving TANF assistance.	Households receiving TANF prior to implementation of the activity is 0.	Expected number of households receiving TANF: 4	2
<b>SS#5: Households Assisted by Services that Increase Self Sufficiency</b>			

Increase number of households receiving services aimed to increase self-sufficiency	Households receiving self-sufficiency services prior to implementation: 111	Households expected to receive self-sufficiency services is <101. Note: New baseline number on caseload as a result of exits; caseload will not grow, so benchmarks cannot be met.	69 voluntary w/ focus on min renters
<b>SS#6: Reducing Per Unit Subsidy Costs for Participating Households</b>			
Decrease average amount of Section 8 or 9 subsidy per household affected by this policy in dollars.	CHA is unable to measure average Section 8 or 9 for this group. The households are part of a HOPE VI revitalization which resulted in some being placed in public housing communities, recipients of a housing choice voucher and some have relocated back to the revitalized community (Renaissance).		N/A
<b>SS#7: Increase in Agency Rental Revenue</b>			
Increase in rental revenue in dollars	Families in this group are part of the HOPE VI Revitalization and are spread across public housing, HCV and returned to the original site. There is no way to determine this information for this group.		N/A
<b>SS#8: Households Transitioned to Self Sufficiency</b>			
Increase number of households transitioned to self sufficiency	Households transitioned to self-sufficiency (no subsidy): 0	Expected households transitioned to self-sufficiency: 1	3 Total

#### CHA (Cedar Knoll, Leafcrest, Tarlton Hills) Sites:

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
Decrease in total cost of average supportive services in dollars.	Total cost prior to implementation is \$2,600 per household	Expected cost of task is \$1,300 per household	\$1,300
<b>CE#2: Staff Time Savings</b>			
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation is 120	Expected amount of total staff time dedicated to the task is 170 hours monthly	160
<b>CE#3: Decrease in Error Rate of Task Execution</b>			
Decrease in average error rate of overall caseloads as a percentage.	Average error rate of tasks prior to implementation: 47%	Expected average error rate of tasks: 42%	10%
<b>CE#4: Increase in Resources Leveraged</b>			

Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation is \$0	Expected amount leveraged: \$10,000	\$1,333
<b>SS#1: Increase in Household Income</b>			
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 \$19,249	Expected average savings/escrow amount of households affected by this policy is \$16,397	\$16,398
<b>SS#2: Increase in Household Savings</b>			
Increase average amount of savings/escrow of households affected by this policy in dollars.	Average savings/escrow amount of households affected by this policy prior to implementation: \$548	Expected average savings/escrow amount of households affected by policy: \$1,000	\$1,503
<b>SS#3: Increase in Positive Outcomes in Employment Status</b>			
# Employed FT (32+)	22	>25	24
# Employed PT (1-31)	37	>30	225
Enrolled in an Educational Program	11	5	6
Enrolled in Job Training Program	11	5	0
Unemployed	56	≤83	7
Other (workshop)	2	≤31	34
<b>SS#4: Households Removed from TANF</b>			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity: 7	Expected households receiving TANF: 7	2
<b>SS#5: Households Assisted by Services that Increase Self Sufficiency</b>			
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self- sufficiency services prior to implementation	Expected number of households receiving self-sufficiency services: 72	69, as participation is voluntary and focus is on Min. Renters
<b>SS#6: Reducing per Unit Subsidy Costs for Participating Households</b>			
Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars.	Average subsidy per household affected by this policy prior to implementation of this activity: \$397	Average subsidy per household affected by this policy \$304	<i>Due to RAD conversions subsidy has gone up-HAP contracts are set at market rate</i>

SS#7: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	CHA had rental revenue of: \$319,241	CHA projects rental revenue at the 2 sites to total: \$331,092	363,203
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 3	Increase in number of households transitioned to self- sufficiency 3	3

## **2009-8 LAND ACQUISITION FOR FUTURE USE**

**Statutory Objectives:** Housing Choice

### **Activity Description and Background:**

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

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



*Residences at Renaissance; Charlotte NC.*

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>HC#1: Additional Units of Housing Made Available</b>			
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 were 0 units planned for FY2017.	0

## **2008-2 PARTICIPANT AND LANDLORD TRACKING**

### **Statutory Objectives:** Housing Choice

#### **Activity Description and Background:**

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

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

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

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

#### **Status of Impact:**

1,619 reside in zip codes not considered the top 8 concentrated zip codes. While the number of voucher holders vary from year to year, the agency saw that the concentrated zip codes housed 68% of the voucher households, versus 75% when the initiative began in 2008. The rationale is that the more households that choose to reside in Mecklenburg County, choose to live in areas throughout Mecklenburg County, as well as an increase in units being offered by providers in non-concentrated areas of poverty. Through the implementation of a new policy: Opportunity Areas, the tracking of this



activity will likely change too, requiring a reorganization of metrics to better evaluate this activity; these changes will be reflected in the upcoming 2019 MTW Report.

METRIC	BASELINE	FY 2017 BENCHMARK	OUTCOME
<b>HC#5: Increase in Resident Mobility</b>			
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase)	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 1,062 neighborhoods of opportunity	Expected households able to move to a better unit and/or neighborhoods of opportunity 1,280	Adjustment of tracking/ metric will be reflected in 2019 MTW Plan



*The Vistas @ 707; Charlotte, NC.*

## **2008-2 INVESTMENT POLICIES CONSISTENT WITH STATE LAW INITIATIVE**

**Statutory Objectives:** Cost Effectiveness

### **Activity Description and Background:**

*CHA proposed to adopt an investment policy consistent with state law in FY2009 and was approved. The agency implemented the new activity in FY2009.*

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#4: Increase in Resources Leveraged</b>			
Increase amount of funds leveraged in dollars	The increase in amount of funds leveraged prior to the start of this activity was \$0	The expected amount of funds leveraged after this activity is \$30,000	\$77,728.64

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.

### **Update on Application:**

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. During the current year, interest rates rose significantly compared to the last several years. The activity is on schedule. The chart below illustrates the outcome compared to the baseline and benchmark.

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

**Statutory Objectives:** Cost Effectiveness, Housing Choice

### **Activity Description and Background:**

*CHA received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties; in the 2008 – 2009 MTW Annual Plan. Implementation began in FY2009. In FY12, CHA*

*received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.*

CHA is actively seeking existing multi-family properties to facilitate our multi-phased RAD portfolio award. CHA desires to acquire approximately 402 units to replace 134 units at Dillehay Court. CHA's goal includes mixed income and to achieve this goal multiple properties are required to deconcentrate poverty). CHA seeks to eliminate 100% family very low-income properties from its portfolio. CHA has found acquisition to be more cost effective and, at times, it has allowed the agency to add more units to the inventory in a shorter period of time than new construction. Unfortunately, construction costs have increased from \$120,000 per unit to \$180,000 or more per unit depending on construction type. Another challenge is the slow recovery of the single-family market which continues to impact the availability of multi-family properties wherein the demand outstrips the supply creating higher than average demand limiting the opportunities for acquisitions in the Charlotte Market, however, we continue to look for opportunities. Individuals who reside within the acquired properties will be processed as necessary in accordance with the Uniform Relocation Act.

METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#1: Agency Cost Savings</b>			
Decrease in total cost of unit acquisition	Cost of acquiring new units prior to implementation was \$120,000 per unit	Expected cost of acquiring existing units is \$180,000 per unit	The market is saturated with real estate investors. The opportunities to buy multi-family properties is hindered by the saturation and price have pushed beyond our reach.
<b>HC#1: Additional Units of Housing Made Available</b>			
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	Expected number of housing units of this type is 402	in 2017, 0 increase in housing units of this type.
<b>HC#4: Displacement Prevention</b>			
Decrease in number of households at or below 80% AMI that would lose assistance or need to move.	Households losing assistance/moving prior to implementation of the activity was 0	Expected households losing assistance /moving after implementation of the activity is 0 for FY2017	0
<b>HC#5: Increase in Resident Mobility</b>			
Increase in number of households able to move to a better unit and/or neighborhood of	Households able to move to a better unit and/or neighborhood	Expected households able to move to a better unit and/or	0

opportunity as a result of the activity.

of opportunity prior to implementation was 0

neighborhood of opportunity is 0 for FY2017

#### Status Update:

CHA continues to anticipate the purchase of expiring tax credit and market rate units.

## LOCAL NON-TRADITIONAL INITIATIVES

### 2011-2 CONVERT UNITS TO PUBLIC HOUSING

**Statutory Objective:** Cost Effectiveness, Housing Choice, Self Sufficiency

#### Activity Description and Background:

CHA was approved to implement an activity to utilize public housing units to serve homeless families at Hampton Creste Apartments and to implement a supportive self-sufficiency program in a 2nd amendment to the FY2011 Annual Plan. The agency began implementation in FY2011. The apartments are owned by CHA's non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity was branded the **Supportive Housing Innovative Partnership (SHIP) at Hampton Creste**. The Salvation Army (TSA) is responsible for providing the supportive services. There are 60 ACC units operating as part of the community partnership to serve homeless families (intensive home-based case management and evidence-based programs and services that address severe emotional, social, developmental, educational, and employment challenges that homeless families may face entering permanent housing are provided); 40 of the units are restricted to families making 40% area median income and the remaining 113 units are restricted to families making 80% area median income.

#### Update of Application

As marked in metric pertaining to SS#6: Reducing Per Unit Subsidy Costs for Participant Households, this will no longer be tracked due to incompatibility. Due to conversion to RAD, HAP contract rents and are set at market level; the average subsidy per household has risen. Recent changes in policy will require a reorganization of metrics to better evaluate this activity; these changes will be reflected in the upcoming 2019 MTW Report.





METRIC	BASELINE	BENCHMARK	OUTCOME
<b>CE#4: Increase in Resources Leveraged</b>			
Increase of funds leveraged in dollars	Amount leveraged prior to is \$0	Expected amount leveraged is \$160,000 annually	\$360,000
<b>SS#1: Increase in Household Income</b>			
Increase in average earned income of households affected by this policy in dollars.	Average earned income of households affected by this policy prior to implementation is \$5,331 (28 families)	Expected average earned income of households affected by this policy is \$3,629 (57 families)	\$54,509 (60 families); average is \$908 per family.
<b>SS#4: Increase in Positive Outcomes in Employment Status</b>			
Employed Full- Time	Head of households employed full-time prior to implementation of the activity is 15	Expected head of households employed full-time is 19	4
<b>SS#4: Households Removed from TANF</b>			
Decrease number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 12	Expected number of households receiving TANF is 24	21
<b>SS#5: Households assisted by Services that Increase Self Sufficiency</b>			
Increase in the number of households receiving services aimed to increase self sufficiency	There were 0 housing units of this type prior to implementation.	CHA expects 60 households to be receiving self-sufficiency services	47
<b>SS#6: Reducing Per Unit Subsidy Costs for Participant Households</b>			
Decrease in average amount of Section 9 subsidy per household affected by this policy in dollars	Average subsidy per household affected by this policy prior to implementation of the activity is \$0	Expected average subsidy per household affected by this is \$224	Metric will no longer be tracked.
<b>SS#7: Increase in Agency Rental Revenue</b>			
Increase in rental revenue in dollars	CHA had rental revenue of \$0	CHA anticipates rental revenue for this property to be \$161,558	\$160,200

Increase in the number of households transitioned to self-sufficiency	There were 0 households transitioned to self-sufficiency prior to this activity.	CHA anticipates 2 households to transition to housing with no subsidy.	0
<b>HC#5: Increase in Resident Mobility</b>			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is 0.	Expected households able to move to a better unit and/or neighborhood of opportunity is 60	0



*The Oaks at Cherry, Phase 1, leasing in 2018; Charlotte, NC.*



## 2011-3 NEW CONSTRUCTION OF AFFORDABLE UNITS

**Statutory Objective:** Self Sufficiency

### Activity Description and Background:

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

2017 FORECASTED PROJECTS	2017 PROJECT UPDATES
Tall Oaks – CHA has received an award of tax credits on the Tall Oaks property and is actively pursuing a RAD conversion. The construction of units will be completed by the end of 2017.	**Did not Complete in 2017**
Approximately eighty-five (85) units will be constructed on an existing parcel utilizing 501(c) 3 Bonds	
Approximately 100 units will be constructed on newly acquired land utilizing 501(c) 3 Bonds, or other financing.	No new units were added in 2017. CHA, via its non-profit development subsidiary, Horizon Development Properties Inc, continues to develop a pipeline of projects for future expansion of affordable housing in Charlotte.
Approximately 150 units to be constructed at 6th & Myers utilizing 221(d)(4) financing.	CHA's Horizon Development Properties Inc. continues to view its 6th & Myers as a valuable opportunity and is currently evaluating for highest and best usage of this in-demand Uptown location.
Brooklyn Village – includes 38 PBV to ensure affordability is included in the redevelopment of the historic Brooklyn Village. The new community will replace a historic African American community that was once a thriving residential and retail area.	CHA continues to follow plans to redevelop this area--currently is in process of discovering if housing affordability measures can be implemented without the use of PBVs.
Charlotte-Mecklenburg Schools has begun construction on a prek-8 grade school at the Renaissance site. The school is projected to open in time for the 2017 – 2018 school term.	The on-site public school opened for the 2017-2018 school year, completing the Hope VI re-development of the former Boulevard Homes--into a revitalized education center and mixed income community with cradle to career continuum of services.
As we continue moving forward with development efforts, CHA may be considered for redevelopment or demolition/disposition for Tarlton Hills.	CHA completed its RAD conversions and does not have current re-development plans for this site.
In 2017, CHA/HDP will continue redevelopment efforts at the Strawn site.	Redevelopment at the 16.2 acre Strawn site into a mixed-use, mixed income, transit oriented development, remains on schedule.

## **B. NOT YET IMPLEMENTED ACTIVITIES**

There are currently no Activities which have been approved, but not yet been implemented.

## **C. ACTIVITIES ON HOLD**

### **2011-1 ACQUISITION OF GENERAL PARTNERSHIP INTEREST**

This activity was approved in March 2010, but was made as a first amendment to the FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), acquired the general partnership interest in Little Rock Apartments, a 240-unit Section 8 multi-family project adjacent to the Boulevard Homes site (now known as The Renaissance). Due to budget restraints, CHA's endeavor to provide services and opportunities to Little Rock's residents such as self-sufficiency and employment services is delayed. Once a plan for services has been approved, appropriate baselines, benchmarks, and measures will be developed and implemented.

## **D. CLOSED OUT ACTIVITIES**

### **2016-2 TRIENNIAL REEXAMINATION**

#### **The Activity Closed out in 2015.**

CHA received approval in FY2016 to conduct triennial reexaminations for households designated as elderly and disabled families. CHA initially planned to implement triennials in FY2017; however, this activity is being closed out because MTW flexibility is no longer needed for this activity.

### **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.

### **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 FY2011 plan. In June, 2011, CHA, acting through its subsidiary Horizon Acquisition Corp. (Horizon), acquired the general partnership interest in Little Rock

Apartments, a 240-unit Section 8 multi-family project adjacent to the Boulevard Homes site (now known as The Renaissance).

## **2008-5 GOOD NEIGHBOR TRAINING**

### **The Activity closed out 2014.**

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

CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new Housing Choice Voucher and public housing applicants entering the program. 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.

## **2008-2 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 FYE 2013.

## **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 Base Housing Choice Voucher units in FY2009. The activity began in the same year. CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. CHA considers this activity a success due to no 3rd offers in FY2013.

# V. SOURCES AND USES OF FUNDS

## A. SOURCES AND USES OF MTW FUNDS

### ACTUAL SOURCES AND USES OF MTW FUNDING FOR THE FISCAL YEAR

CHA has submitted unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA).

Has the PHA allocated costs within statute during the plan year?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Has the PHA implemented a local asset management plan (LAMP)?	<input type="checkbox"/> Yes	or <input checked="" type="checkbox"/> No
If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.		
Has the PHA provided a LAMP in the appendix?	<input type="checkbox"/> Yes	or <input checked="" type="checkbox"/> No





## B. LOCAL ASSET MANAGEMENT PLAN

### DESCRIPTION OF ACTIVITIES THAT ONLY USED MTW SINGLE FUND FLEXIBILITY

In 2017, The Center for Employment Services (CES) explored innovative ways to expand training services with various certification programs to connect clients with in-demand occupations in and around Charlotte. In addition, CES worked with the Client Services Department to expand the supportive services program to continue connecting people to the center. With Every Heart Beat is Life (WEHL) - The With Every Heartbeat is Life Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. To date, there have been 21 classes completed with a total of 671 participants coming thru the program. The With Every Heartbeat is Life Program strongly believes in the each one, teach one method. This means sharing what you learn with others. This method is used to educate Public Housing Communities through Mecklenburg County in hopes of developing healthy communities and a Heart Healthy population. MAXimize Your Potential Tutoring Program - The Charlotte Housing Authority MAXimize Your Potential Academic Enhancement Program (MAX) is a youth development program that aims to provide the skills needed to prepare 8th, 9th and 10th graders for academic success in high school, college and beyond. Over the course of a school year, students will participate in stimulating college and career readiness workshops and activities designed to develop intrinsic motivation and the confidence students need to be successful in their postsecondary future. To help improve their academic performance, students will receive tutoring in Math and English via one-on-one and group sessions and the use of innovative online learning resources. To maximize the needs of students, we focus on three key aspects of success: motivation, achievement, and excellence. Though our program focuses on improving academic success, it also focuses on inspiring students to do their very best. Our goal is to empower students by drawing on their unique talents, strengths, and capabilities. While perfection isn't the goal, we do have high, yet realistic expectations for all students. By holding them to these standards, we hope to reinforce selfmotivation and personal responsibility, and propel students toward academic excellence. Though our program focuses on improving academic success, it also focuses on inspiring students to do their very best. Our goal is to empower students by drawing on their unique talents, strengths, and capabilities. While perfection isn't the goal, we do have high, yet realistic expectations for all students. By holding them to these standards, we hope to reinforce selfmotivation and personal responsibility, and propel students toward academic excellence. An MTW agency may use MTW Funds for any eligible activities under Sections 8 and 9 of the Act. 24 CFR 905.200(b) provides that eligible activities funded with capital funds include "development, financing, and modernization of public housing projects ...." "Development" as defined in 24 CFR 905.200(b)(2) includes construction of buildings, facilities, and/or related appurtenances (i.e. non-dwelling facilities/spaces). The HUD Capital Fund Guidebook, issued on April 1, 2016, says that "... structures, fixtures, associated amenities such as parking lots, playgrounds, laundries, childcare centers, community buildings, Neighborhood Networks computer centers and space for service coordinators and community rooms for resident organizations" are eligible development costs. CHA, therefore, plans to use \$4,000,000 of its MTW funds to pay a portion of the construction costs to build the Renaissance Child Development Center (the "CDC"). The total cost of construction is approximately \$6,529,079. The CDC was envisioned to become an integral part of the redevelopment of the Renaissance Community in CHA's application for the HOPE VI Grant. Now that construction has been completed on the residential sites, CHA and its partners are moving forward with the development of the CDC. On January 12, 2017, HUD's SAC approved the disposition of the site for the CDC to Renaissance West Community Initiative via ground lease for at least 30 years with rent at \$1,000 per year. The purpose of the ground lease is to facilitate "Development and Operation of a Child Development Center, office and clinical space and space for social services organizations." A copy of the SAC approval letter is attached as Appendix U. Additionally, CHA will use \$1,035,000 million dollars from the FY09 Boulevard HOMES HOPE VI grant to fund scholarships at the Renaissance Child Development Center. With HUD approval, these HOPE VI funds were placed in an endowment with CORE Programs, Inc., (a wholly-owned CHA subsidiary) prior to grant closeout. These funds are managed in accordance with a Memorandum Of Understanding (MOU) signed with the Renaissance West Community Initiative. Moving the funds to a different, HUD-approved financial institution is being considered.

## C. COMMITMENT OF UNSPENT FUNDS

ACCOUNT	PLANNED EXPENDITURE	OBLIGATED FUNDS	COMMITTED FUNDS
Real Estate	Strawn Master Plan	\$0	\$976,083
Real Estate	Renaissance Child Development Community Center	\$0	\$500,000
Real Estate	J.T. Crawford Renaissance Community Center	\$0	\$1,713,175
Real Estate	Tall Oaks	\$0	\$460,469
Real Estate	Hall House	\$0	\$82,387
Real Estate	Charlottetown Outparcel	\$0	\$146,715
Real Estate	Charlottetown Land Swap	\$2,000,000	

## VI. ADMINISTRATION

### A. HUD REVIEWS, INSPECTIONS, AUDITS REPORTING

There are no HUD reviews, audits or physical inspection issues to report from FY 2017.

### B. CHA DIRECTED EVALUATIONS

CHA continued to expand and enhance both internal research and tracking capacities as well as partnerships with leading institutions who can deliver accurate and responsive evaluations of MTW progress. An updated MTW interim assessment produced by The Department of City and Regional Planning (DCRP) at the University of North Carolina at Chapel Hill will be included in the Appendix of the FY2019 MTW Plan.

### C. CERTIFICATION OF THE 3 MTW STATUTORY REQUIREMENTS

Copy is provided on next full page.





**Charlotte Housing Authority**

## **CERTIFICATION OF STATUTORY COMPLIANCE**

The Charlotte Housing Authority Certifies that the Agency adhered to the three statutory requirements of the MTW demonstration during FY 2017 by:

- Assuring that at least 75 percent of the families assisted by the Agency are very low-income families;
- Continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and
- Maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.

A handwritten signature in blue ink, appearing to read 'A. Meachem', is written over a horizontal line.

A. Fulton Meachem, Jr.

President/CEO

A handwritten date '3/29/18' in blue ink is written over a horizontal line.

DATE