

CHARLOTTE HOUSING AUTHORITY

2018 MOVING FORWARD/MTW ANNUAL REPORT



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I. INTRODUCTION

A. OVERVIEW OF SHORT-TERM MTW GOALS AND OBJECTIVES

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

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

In reviewing CHA MTW progress and successes for fiscal year 2018, it's clear: MTW is an essential part of the agency's day-to-day operations and continues to achieve its mission to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes. This next year, we will strive to continue to:

COMPLETE RENTAL ASSISTANCE DEMONSTRATION (RAD) CONVERSIONS

With CHA's capacity to utilize both MTW flexibilities and RAD program guidelines, a role can be assumed that is more conducive to the competitive private market. Making the move to RAD will continue to enable CHA to achieve major goals while safeguarding long term affordability of units without further burdening clients with increased rental costs in our challenging area market.

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

Through close partnerships with the region's leading research and consulting institutions, CHA looks to further utilize its well-organized data collections and management strategies to produce sound evaluations and impact reports so as to regularly examine MTW policy outcomes to determine if

policies: meet the statutory requirements outlined by HUD, and/or can be improved or streamlined. Close partnerships with such great institutions and leaders in their respective fields, allows CHA to design policies that better correspond to shifting needs of our clients and surrounding regional market.

B. OVERVIEW OF LONG-TERM MTW GOALS AND OBJECTIVES

GOAL

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

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

GOAL

Acquire, Develop, and Preserve Diverse Price Point Housing.

An unfortunate by-product of a strong Charlotte economy has been the extreme pressure on the local housing market. This has had a particularly adverse impact on the lowest income populations. As a result, many are relegated to finding housing outside of the city, becoming isolated in areas where there are less job opportunities, access to amenities and transportation options. Understanding that communities are only as sustainable as our vision for the future, CHA seeks to provide leadership to further affordable housing in the long-term, by preserving or creating 850 diverse price point units throughout the 5-year Strategic Plan period, initiated in 2019. MTW flexibility will continue to play a vital role in expanding the supply of permanent mixed-income units in Charlotte by maximizing real estate assets through acquisition, rehabilitation, and development of permanent workforce, market rate, and affordable units in desirable neighborhoods.

GOAL

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

CHA looks to continue its success in leveraging real estate assets to maximize value through additional mixed-income and mixed-use development projects. Through organizational transformation and creation of subsidiary companies, CHA will utilize vital expertise in development, technology, property management, social service provision, and other areas to generate various lines of business on a fee-for-service basis to other government, non-profit, and for-profit entities. With the successful utilization of RAD and MTW flexibilities, CHA can continue to

foster innovation and evolve from an agency that was bound to complex and firm HUD rules and regulations, to a visionary agency that is able to better compete in the area's competitive market.

GOAL

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

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

GOAL

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

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

GOAL

Acquire, Retain and Develop Top Talent.

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

II. GENERAL OPERATING INFORMATION

A. HOUSING STOCK INFORMATION

i. Actual New Project Based Vouchers

| PROPERTY NAME | NUMBER OF VOUCHERS NEWLY PROJECT-BASED | | STATUS AT END OF PLAN YEAR** | RAD? | DESCRIPTION OF PROJECT |
|-----------------|--|--------|------------------------------------|------|--|
| | Planned* | Actual | | | |
| Dillehay Courts | 136 | 0 | redevelopment delayed | Yes | Renovation/Redevelopment forthcoming |
| Rivermere | 20 | 20 | 20 units in total converted to RAD | yes | Renovation and conversion to RAD completed |
| Residence II | 67 | 0 | conversion delayed | | Postponed until late 2019 |

| | | |
|------------|-----------|--|
| 223 | 20 | <i>Planned/Actual Total Vouchers Newly Project-Based</i> |
|------------|-----------|--|

Please describe differences between the Planned and Actual Number of Vouchers Newly Project Based:

As described illustrated above, one of three PH to RAD conversions scheduled for 2018 were finalized. Dillehay Courts development was delayed; phase 1 of development projected to begin May of 2019.

ii. Actual Existing Project Based Vouchers

| PROPERTY NAME | NUMBER OF VOUCHERS PROJECT-BASED | | STATUS AT END OF PLAN YEAR** | RAD? | DESCRIPTION OF PROJECT |
|---------------------------|----------------------------------|--------|------------------------------|---------|--------------------------------------|
| | Planned* | Actual | | | |
| 940 Brevard | 100 | 100 | Leased/Issued | yes,40 | Senior |
| Arbor Glen 50 | 25 | 25 | Leased/Issued | yes,25 | Family |
| Arbor Glen I | 60 | 60 | Leased/Issued | yes,60 | Senior, Family |
| Arbor Glen II | 40 | 40 | Leased/Issued | yes,40 | Family |
| Arbor Glen III | 12 | 12 | Leased/Issued | yes,12 | Family |
| Ashley Square @ SouthPark | 36 | 36 | Leased/Issued | yes,22 | Family/Mixed Income |
| Autumn Place | 68 | 68 | Leased/Issued | yes,68 | Senior |
| Cedar Knoll | 49 | 49 | Leased/Issued | yes,49 | Family |
| Charlottetown Terrace | 161 | 161 | Leased/Issued | yes,161 | Disabled |
| Cherry Gardens | 11 | 11 | Leased/Issued | No | Senior |
| Claremont | 50 | 50 | Leased/Issued | yes,50 | Family |
| Dillehay Courts | 136 | 0 | | | Renovation/redevelopment forthcoming |
| Edwin Towers | 176 | 176 | Leased/Issued | yes,176 | Senior |
| Everett House | 10 | 10 | Leased/Issued | No | Disabled/Supportive |
| Fairmarket Square | 16 | 16 | Leased/Issued | yes,16 | Family/Mixed Income |

| PROPERTY NAME | NUMBER OF VOUCHERS PROJECT-BASED | | STATUS AT END OF PLAN YEAR** | RAD? | DESCRIPTION OF PROJECT |
|------------------------|----------------------------------|--------|------------------------------|----------|--------------------------------------|
| | Planned* | Actual | | | |
| First Ward | 132 | 132 | Leased/Issued | yes, 132 | Family/Mixed Income |
| Gladedale | 49 | 49 | Leased/Issued | yes, 49 | Family/Mixed Income |
| Glen Cove | 10 | 10 | Leased/Issued | yes, 10 | Mixed Income |
| Hampton Creste | 60 | 60 | Leased/Issued | yes,60 | Mixed Income/Supportive |
| Leafcrest | 48 | 48 | Leased/Issued | yes,48 | Family |
| Mallard Ridge | 35 | 35 | Leased/Issued | yes,35 | Family |
| McAden Park | 60 | 60 | Leased/Issued | yes,30 | Family, Mixed Income |
| McAlpine Terrace | 26 | 26 | Leased/Issued | yes,26 | Senior/Mixed Income |
| McCreech Place | 88 | 88 | Leased/Issued | yes,63 | Supportive |
| McMullen Woods | 21 | 21 | Leased/Issued | yes,21 | Family/Mixed Income |
| Meadow Oaks | 32 | 32 | Leased/Issued | yes,32 | Family |
| Mill Pond | 51 | 51 | Leased/Issued | No | Mixed Income |
| Montgomery Gardens | 20 | 20 | Leased/Issued | yes,20 | Family/Mixed Income |
| Moore Place I & II | 102 | 102 | Leased/Issued | yes,34 | Family/Mixed Income/Supportive |
| Nia Point | 29 | 29 | Leased/Issued | yes,29 | Family/Mixed Income |
| Park at Oaklawn | 89 | 89 | Leased/Issued | yes,89 | Family/Mixed Income |
| Parktowne Terrace | 163 | 163 | Leased/Issued | yes,163 | Family/Mixed Income |
| Prosperity Creek | 156 | 156 | Leased/Issued | yes,156 | Senior |
| Residence II | 67 | 0 | | | Renovation/redevelopment forthcoming |
| Rivermere | 20 | 20 | Leased/Issued | Yes, 20 | Family/Mixed Income |
| Steele Creek Seniors | 120 | 120 | Leased/Issued | yes,120 | Senior/Mixed Income |
| Stonehaven East | 24 | 24 | Leased/Issued | yes,24 | Family |
| Strawn Tower | 170 | 170 | Leased/Issued | yes,170 | Senior |
| Sunridge | 44 | 44 | Leased/Issued | yes,44 | Family |
| Tarlton Hills | 50 | 50 | Leased/Issued | yes,50 | Family/Mixed Income |
| Victoria Square | 31 | 31 | Leased/Issued | yes,31 | Family |
| Wallace Woods | 48 | 48 | Leased/Issued | yes,48 | Family |
| YWCA Families Together | 10 | 10 | Leased/Issued | No | Supportive/Family |
| Woodlawn House | 104 | 104 | Leased/Issued | yes,104 | Senior |
| Landing at Park Road | 92 | 92 | Leased/Issued | No | Senior |
| Oaks at Cherry | 81 | 81 | Leased/Issued | yes,81 | Family |
| Springfield Gardens | 22 | 22 | Leased/Issued | yes,22 | Senior |

| | | |
|--------------|--------------|---|
| 3,004 | 2,801 | Planned/Actual Total Vouchers Project-Based Vouchers |
|--------------|--------------|---|

Please describe differences between the Planned and Actual Existing Number of Vouchers Project Based:

CHA’s FY 2018 MTW Plan projected an inaccurate count of “*Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year*”. A revised planned amount is found above, under the Planned “*Total Vouchers Project-Based Vouchers*” table section: ‘*Actual Existing Project Based Vouchers*’ adjacent to revised count of project based voucher totals at year end.

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

No additional changes in MTW housing stock to report for FY 2018.

iv. General Description of All Actual Capital Expenditures During the Plan Year

Major Improvements to individual properties include:

McAlpine Terrace- 120-gallon water heater rooftop, exhaust fans, and split system replaced; **Seneca Woods**- mailboxes and ADA parking; **Tall Oaks**- rollout enclosures; **Mallard Ridge**- water heater replacements; **Tarleton Hills**- furnace replacement for 10 units; **Arbor Glen**- Sidewalks; **Charlottetown**-interior & exterior ADA renovations; **Edwin Tower**- Interior and Exterior ADA Renovations; **Southside Homes**- conversions at 306/326 Benjamin St; **Savanna Woods**- fire restoration project.

B. LEASING INFORMATION

i. Actual Number of Households Served

| NUMBER OF HOUSEHOLDS SERVED THROUGH: | NUMBER OF UNIT MONTHS OCCUPIED/LEASED* | | NUMBER OF HOUSEHOLDS SERVED** | |
|--|--|--------|-------------------------------|--------|
| | Planned^^ | Actual | Planned^^ | Actual |
| MTW Public Housing Units Leased | 1,740 | 1,824 | 136 | 152 |
| MTW Housing Choice Vouchers (HCV) Utilized | 50,832 | 81,612 | 4,236 | 6,801 |
| Local, Non-Traditional: Tenant-Based | 1,740 | 1,464 | 145 | 122 |
| Local, Non-Traditional: Property-Based | 11,928 | 10,824 | 994 | 902 |
| Local, Non-Traditional: Homeownership | 108 | 216 | 9 | 18 |

| | | | | |
|------------------------------|---------------|---------------|--------------|--------------|
| Planned/Actual Totals | 66,348 | 95,940 | 5,520 | 7,995 |
|------------------------------|---------------|---------------|--------------|--------------|

Please describe any differences between the planned and actual households served:

The Landing (92 units) through Tax credit/PBV was removed from Non-Traditional Tenant-Based category. For *MTW Housing Choice Vouchers (HCV) Utilized*, the difference is the 2017 RAD converted units included with the HCV voucher count in VMS. The plan and actual for public housing units is due to the RAD conversion postponement of Residence phase II (20 units); the new expected date for conversion of this property is set for late FY 2019.

| LOCAL, NON-TRADITIONAL CATEGORY | MTW ACTIVITY NAME/NUMBER | NUMBER OF UNIT MONTHS OCCUPIED/LEASED* | | NUMBER OF HOUSEHOLDS TO BE SERVED* | |
|---------------------------------|--|--|--------|------------------------------------|--------|
| | | Planned^^ | Actual | Planned^^ | Actual |
| Tenant-Based | Rent Reform (2016-3); Triennial reexamination (2016-2) | 1,740 | 1,740 | 145 | 122 |
| Property-Based | N/A | 11,928 | 10,824 | 994 | 902 |
| Homeownership | Homeownership (2016-1) | 120 | 216 | 10 | 18 |

| | | | | |
|-----------------------|--------|--------|-------|-------|
| Planned/Actual Totals | 13,788 | 12,780 | 1,149 | 1,042 |
|-----------------------|--------|--------|-------|-------|

| HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY | AVERAGE NUMBER OF HOUSEHOLDS PER MONTH | TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR |
|--|--|---|
| CBRA/Various Partnerships focusing on Homelessness services (ASH, WISH, Urban & Weyland) | 1,740 | 145 |

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

| HOUSING PROGRAM | DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS |
|----------------------------|--|
| MTW Public Housing | Description |
| MTW Housing Choice Voucher | Description |
| Local, Non-Traditional | The Landing (92 units) through Tax credit/PBV was removed from Non-Traditional Tenant-Based category |

C. WAITING LIST INFORMATION

i. Actual Waiting List Information

| WAITING LIST NAME | DESCRIPTION | NUMBER OF HOUSEHOLDS ON WAITING LIST | WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED | WAS THE WAITING LIST OPENED DURING THE PLAN YEAR |
|--|--------------------------|--------------------------------------|---|--|
| Federal MTW Housing Choice Voucher Program | Central waitlist type | 13,526 | Closed | No |
| Federal MTW Public Housing | Site-based waitlist type | 449 | Open | Yes |
| PBV & RAD PBV Units | Site-based waitlist type | 7,036 | Partially Open | Yes |

Please describe any duplication of applicants across waiting lists:

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

ii. Actual Changes to Waiting List in the Plan Year

| WAITING LIST NAME | DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST |
|--|---|
| Federal MTW Housing Choice Voucher Program | No Change during 2018 Plan Year |
| Federal MTW Public Housing | No Change during 2018 Plan Year |
| PBV & RAD PBV Units | No Change during 2018 Plan Year |

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

75% of Families Assisted Are Very Low Income

| INCOME LEVEL | NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR |
|------------------------------|---|
| 80%-50% Area Median Income | 18 |
| 49%-30% Area Median Income | 94 |
| Below 30% Area Median Income | 487 |

Total Local, Non-Traditional Households Admitted

| |
|-----|
| 599 |
|-----|

ii. Maintain Comparable Mix

| BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW) | | | | | |
|---|-------------------------------|---------------|----------------------|---------------------|-------------------------|
| FAMILY SIZE | OCCUPIED PUBLIC HOUSING UNITS | UTILIZED HCVs | NON-MTW ADJUSTMENTS* | BASELINE MIX NUMBER | BASELINE MIX PERCENTAGE |
| 1 Person | 13 | 1,824 | 0 | 2,238 | 34% |
| 2 Person | 24 | 970 | 0 | 1,344 | 20% |
| 3 Person | 39 | 1,075 | 0 | 1,317 | 20% |
| 4 Person | 39 | 783 | 0 | 1,005 | 15% |
| 5 Person | 22 | 384 | 0 | 478 | 7% |
| 6+ Person | 15 | 251 | 0 | 294 | 4% |
| TOTAL | 152 | 5,287 | 0 | 6,676 | 100% |

Please describe the justification for any “Non-MTW Adjustments” given above:

No Non-MTW Adjustment description to input.

| MIX OF FAMILY SIZES SERVED (in Plan Year) | | | | |
|---|---------------------------|---|--|---|
| FAMILY SIZE | BASELINE MIX PERCENTAGE** | NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^ | PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^ | PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR |
| 1 Person | 34% | 3424 | 40% | 6% |
| 2 Person | 20% | 1625 | 19% | 1% |
| 3 Person | 20% | 1531 | 18% | 2% |
| 4 Person | 15% | 1072 | 13% | 2% |
| 5 Person | 7% | 496 | 6% | 1% |
| 6+ Person | 4% | 334 | 4% | 0% |
| TOTAL | 100% | 8,482 | 100% | 12% |

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

The addition of 92 (The Landing) and 25 (Tall Oaks) 1 bedroom units could account for the small increase in 1 person family sizes.

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

| MTW ACTIVITY NAME/NUMBER | NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY* | MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY |
|---|--|---|
| 2009-5 Moving Forward Supportive Services | 11 combined | successful exit of program and lives unsubsidized |
| 2016-3 Rent Reform and Work Requirement | | |
| 2009-2 Community Based Rental Assistance (CBRA) | 0 (Expected) | successful exit of program and lives unsubsidized |

| | |
|----|---|
| 11 | Households Duplicated Across MTW Activities |
| 11 | Total Households Transitioned to Self Sufficiency |



III. PROPOSED ACTIVITIES

All proposed MTW activities that were granted approval by HUD are reported in Section IV as 'Approved Activities'. The rest of this page is intentionally left blank.

IV. APPROVED MTW ACTIVITIES

A. IMPLEMENTED ACTIVITIES

| YEAR-ACTIVITY # | MTW ACTIVITY | STATUTORY OBJECTIVE | PAGE # |
|-----------------|---|--|--------|
| 2018-1 | Self-Certification of Re-inspection for HQS Initials | Cost Effectiveness | 16 |
| 2018-2 | Modified Terms of Over Subsidy | Cost Effectiveness, Housing Choice | 16 |
| 2017-2 | Imputed Earned Income | Cost Effectiveness, Self Sufficiency | 18 |
| 2017-3 | Exception Payment Standards | Housing Choice, Self Sufficiency | 19 |
| 2016-1 | Home Ownership Initiative | Housing Choice, Self Sufficiency | 20 |
| 2016-2 | Triennial Re-examinations | Cost Effectiveness | 22 |
| 2016-3 | Rent Reform and Work Requirement (Revision) | Cost Effectiveness, Self Sufficiency | 22 |
| 2016-4 | Single Platform for Inspections | Cost Effectiveness | 24 |
| 2016-5 | Controlled Program Moves | Cost Effectiveness | 25 |
| 2016-6 | Modified Definition of Elderly | Housing Choice | 27 |
| 2011-3 | New Construction of Affordable Units | Housing Choice | 28 |
| 2009-3 | Community Based Rental Assistance | Cost Effectiveness, Housing Choice, Self Sufficiency | 30 |
| 2009-5 | Moving Forward Supportive Services | Cost Effectiveness, Self Sufficiency | 34 |
| 2009-8 | Land Acquisition for Future Use | Housing Choice | 36 |
| 2008- 3 | Investment Policies Consistent with State Law | Cost Effectiveness | 37 |
| 2008-7 | Increase Acquisition and Rehabilitation of Existing Multi-Family Properties | Cost Effectiveness, Housing Choice | 38 |



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

Statutory Objective: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

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

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|------------------------------------|----------------------------------|-----------------------------|
| CE#1 Agency Cost Savings | | | |
| Decrease total cost in staff time | 372 hours x \$21.09/hour = \$7,845 | 298 hours x \$21.09/hour=\$6,285 | 204 hours x \$21.71=\$4,429 |
| CE#2 Staff Time Savings | | | |
| Decrease total cost of task (staff time) | 30 min x 744 units = 372 | 20 min x 744 units = 248 | 16 min x 766 = 204 |

The outcome for this activity in 2018 reduced the amount of staff time by 204 hours which resulted in a cost savings of over \$4,000. The activity began in June 2018 and remains on schedule.

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

The benchmark was adjusted in 2018 to reflect the amount of time each re-inspection took rather than the number of units.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

As the activity was initiated in June, there are no challenges in achieving benchmarks to report. The activity remains on schedule.

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

Statutory Objective: Housing Choice, Cost Effectiveness

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

The definition of over-subsidy has been modified in the tenant based and traditional project based voucher programs. Under this activity, HAP contract terminations occur if the CHA is paying \$75.00 or less, or what is equivalent to CHA’s minimum rent in monthly housing assistance payments for 180 consecutive calendar days. In RAD PBV communities where the RAD HAP contract rents are set below CHA’s payment standard, the 180-day over-subsidy requirement will not apply until the family has reached 80% of AMI for their family size. The participant can remain in the unit and the unit will stay under the HAP contract until 180 days after the family’s adjusted income reaches 80% AMI. Tenants who were in place at the time of a RAD conversion are exempt from over subsidy regulations.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|------------|------------|-------------|
| HC #1: Additional Units of Housing Made Available | | | |
| Number of new housing units made available for households at or below 80% AMI as a result of this activity (increase) | 0 | 54 | 18 |
| HC#3: Decrease in Wait List Time | | | |
| Average applicant time on wait list in months (decrease) | 870 months | 624 months | No decrease |
| HC #5: Increase in Resident Mobility | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase) | 0 | 54 | 18 |

In 2018 the outcome of this activity did improve in comparison to baseline figures, but the benchmark was not reached. Due to the RAD conversion, 75% of the turnover vouchers must be provided to Right-To-Move families which is currently limiting the number of turns utilized by the waiting list. Since implemented, this activity remains on schedule.

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Benchmarks have been adjusted in for the FY 2019 plan year to account for challenges explicated in part ii of this activity description.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2017-2 IMPUTED EARNED INCOME

Statutory Objective: Cost Effectiveness, Self Sufficiency

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

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

Measuring the impacts of the rent reform activity For the Annual Report, CHA will provide the household data for those with earned income at lease ups and 860 re-certifications and cross reference the household income 3 months later to see the impact on the HAP, TTP and total earned income households.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|---|----------------------------------|---|---------|
| CE#1 Agency Cost Savings | | | |
| Total cost of task in dollars (decrease) (income interim) (average staff time x hourly salary/benefits) | \$19.92x296= \$5,898 | \$2,948 | N/A |
| CE#2: Staff Time Savings | | | |
| Total time to complete the task in staff hours (decrease) (income interim) (average staff time x # of interims) | 4 per hour1183 actions=296 hours | \$148 | N/A |
| CE#5 Increase in Agency Rental Revenue | | | |
| HCV does not receive rents, therefore, since HUD is mandating | The average HAP is \$621 | The average HAP will be \$590 (a 5% decrease) | N/A |

| | | | |
|---|--|------------------|-----|
| this metric, CHA will report on the HAP decrease in the activity. | | | |
| SS #1: Increase in Household Income | | | |
| Average earned income of households affected by the policy in dollars (increase) | \$16,394 | \$16,722 | N/A |
| SS#3 Increase in Positive Outcomes in Employment Status | | | |
| Employed | 1,854 | 1,900 | N/A |
| SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) | | | |
| Number of households receiving TANF assistance (decrease) | 160 | N/A at this time | N/A |
| SS #6: Reducing Per Unit Subsidy Costs for Participating Households | | | |
| Average amount of Section 8 subsidy per household affected by this policy in dollars (decrease) | \$616 | N/A at this time | N/A |
| SS #8: Households Transitioned to Self Sufficiency | | | |
| Number of households transitioned to self-sufficiency (no subsidy) | Based upon 2017 numbers (n/a at this time) | N/A at this time | N/A |

Hardship Cases in 2018 were referred to the CHA Hardship Committee.

iii. Actual Non-Significant Changes

The agency was unable to establish data and associated collection for this activity until the 2019 MTW planning process. The program rolled out in March and April of 2018 (dependent upon 50058 action) and there remains inadequate data to analyze in any substantive way. Data collection procedures will continue to be evaluated through 2019.

iv. Actual Changes to Metrics/Data Collection

Metrics may change once a full year's worth of data is obtained to ensure accurate and valuable reporting.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2017-3 EXCEPTION PAYMENT STANDARDS

Statutory Objective: Housing Choice, Self -Sufficiency

i. Plan Year Approved, Implemented, Amended

Neighborhoods chosen will meet criteria such as, but not limited to, areas with low poverty, low crime rate, access to better services including schools, transportation and job opportunities. CHA has increased payment standards in excess of 120 percent of the FMR but not more than the lower of

comparable market rents, or 150 percent of HUD’s published FMR. This activity will provide participants the flexibility to relocate to areas of higher opportunity.

CHA anticipates that the impact of this activity via a new Opportunity Housing program, will increase housing options and expand opportunities for housing choice voucher participants. In 2017 CHA engaged Baltimore Regional Housing Partnership to assist in identifying census tracts of higher opportunities in Mecklenburg County. The initial baseline work was supplemented by research data from institutions including but not limited to North Carolina Universities, city data from Mecklenburg County and the US Census Bureau. Implementation of the Opportunity Housing program began in October 2018 after thoroughly developing criteria and identification methods and process. The first phase of implementation included an introduction and orientation and three subsequent training modules for program participants. The training modules covered financial literacy, conflict resolution, and using online resources for things like employment searches and bill paying. The program upon rollout accepted families with at least one child aged 8 and under. By the end of 2018, CHA released 10 vouchers to program participants.

The outcome of this activity did not change over the course of FY 2018, but CHA expects to exceed the benchmark in 2019 and detail favorable progress of activity in the forthcoming FY Report.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|----------|-----------|---------|
| HC #5: Increase in Resident Mobility | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | 0 | 5 | 0 |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

CHA has combined research/data collection efforts with Baltimore Housing Partnership and have mapped out over 200 census tracts to designate as “areas of opportunity”. Data utilized have identified the following census tracts of program focus. Forthcoming outcomes will pertain to the following identified tracts.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

| Activity Zip Codes of Focus (2018) | | | |
|---|--------------|--------------|--------------|
| 28301 | 28036 | 28105 | 28209 |
| 28226 | 28270 | 28277 | |

2016-1 HOME OWNERSHIP INITIATIVE

Statutory Objective: Cost Effectiveness, Self Sufficiency

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Update

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

- Must be a Housing Choice Voucher, tenant based, or RAD PBV program participant.
- Participating households must demonstrate a minimum 24 months of stable employment history or stable receipt of acceptable fixed income for elderly/disabled.
- Must possess a minimum annual income of \$25,000 for families reporting earned income.
- A minimum annual income of \$9,000 for elderly or disabled designated households.

All households must attend a mandatory orientation and successfully complete a CHA approved HUD- certified Homeownership Education and Counseling program. The program provides workshops and individualized tailored counseling plans on budgeting, credit, the home buying process, roles and responsibilities of the lender and realtor. The Homebuyer Education Provider will assess participants for mortgage readiness through review of their tri-merge credit scores, debt ratio, employment history, reserves, and other financial concerns that directly impact the participant's ability to become mortgage ready. There is an 8-hour workshop provided to each participant once they become mortgage ready. This workshop also serves as an eligibility requirement for the first-time homebuyer's down payment assistance program. The House Charlotte program provide a forgivable loan to qualified applicants. These funds can be used for down payment, and interest rate buy down.

At the start of the 2018 calendar year, the Mecklenburg county residential market purchase price for single- family homes increased 9.5%, making the average cost of a home purchase \$229,900. Market-wide the available housing inventory levels decreased by 16.4%. This decrease coupled with a 2.2-month housing supply placed buyers and sellers in an unhealthy market. This placed Mecklenburg county in a competitive sellers' market; as a result, the Destination Homeownership program partnered with preferred lenders to research requisite income levels to accommodate the current market for a successful purchase. Due to the demand of the residential market, the board approved an increase of minimum income, to \$25,000.

Through this initiative, there were 18 new homeowners for the 2018 year. Our participants purchased pre-existing and new construction single family homes, townhomes, and homes built by Habitat for Humanity. Our families accessed down payment assistance through the North Carolina Housing Financing Agency, City of Charlotte, CHA's challenging barriers program and The Housing Partnership. The layered financing was instrumental in bridging the affordability gap.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|-----------------|-----------|-------------|
| SS #1: Increase in Household Income | | | |
| Average earned income of households affected by this policy in dollars (increase). | \$20,753 (2016) | \$25,000 | \$26,185.16 |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| Unemployed HOH, work-able Adult Program Participants | 0 | 0 | 0 |
| SS #4: Households Removed from Temporary Assistance for Needy Families (TANF) | | | |
| Maintain number of households receiving TANF assistance. | 0 | 0 | 0 |
| SS #8: Households Transitioned to Self Sufficiency | | | |
| Number of households transitioned Homeownership (included as agency's definition of Self Sufficiency). | 0 | 10 | 18 |
| HC #6: Increase in Homeownership Opportunities | | | |
| Number of households that purchased a home as a result of the activity (increase). | 0 | 10 | 18 |
| HC #7: Households Assisted by Services that Increase Housing Choice | | | |
| Number of households receiving services aimed to increase housing choice (increase). | 0 | 10 | 18 |

iii. Actual Non-Significant Changes

As described above, due to the demand of the residential market, the board approved an increase of a program participant's minimum income to \$25,000.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2016-2 TRIENNIAL RE-EXAMINATION

Statutory Objective: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended

CHA received approval in FY2016 to conduct triennial reexaminations for households designated as elderly and disabled families. In the 2018 Plan it was listed under Part B of Section 4, *Activities Not Yet Implemented*. The delay was due in part to ensuring that CHA had adequate bandwidth for proper administration and requisite tracking procedures. The Activity was executed in late October 2018.

ii. Description/Impact/Update

Implemented in October 2018, triennial re-examinations are designated for elderly or disabled families. This includes all elderly or disabled tenant based, and project based voucher families that have an elderly and/or disabled designation on the 50058 form for the Head of Household, Spouse or Co Head of Household. PBVs include those converted via RAD or traditional PBVs.

iii. Actual Non-Significant Changes

Metrics have been established since FY 2018 report. There have been no changes to activity since its implementation of October 2018.

iv. Actual Changes to Metrics/Data Collection

Data tracking and recording process will be reflected in the 2019 FY report, subsequent to a full fiscal year of execution.

v. Actual Significant Changes

Per description above the activity was implemented in the last quarter of FY 2018 and metrics were established for FY 2019.

vi. Challenges in Achieving Benchmarks and Possible Strategies

No challenges in achieving benchmarks to record at this time.

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

Statutory Objective: Cost Effectiveness, Self Sufficiency

i. Plan Year Approved, Implemented, Amended

CHA received approval to implement Rent Reform and a Work Requirement in the FY 2010 annual plan. The activity was implemented in FY 2011 and updated and approved via the 2016 Plan.

ii. Description/Update

Work Requirement

CHA believes it is essential to create a clear expectation that all applicants and participants who are non-elderly and non-disabled should work. To this end, CHA has instituted a work requirement under which each non-elderly/non-disabled household will be expected to work at least 20 hours per week. The tenants and participants of the CHA have support under the Work Requirement Policy through the Client Services Department. Case Management is available to assist households with identifying strengths, removing barriers to employment and achieving their goals towards self-sufficiency. At the time of implementation, a household who works less than 20 hours per week will have the work requirement waived for a period of up to 6 months or until a household has found employment; whichever is sooner. As of 2018, the work requirement and services associated with CHA's Moving Forward Supportive Services (MFSS) program have expanded portfolio wide to

include work-able HCV participants. Sanction phases will begin to be enforced in spring 2019 for HCV participants in non-compliance.

Rent Reform

In 2010, as part of our Moving Forward Initiatives (MFI), CHA revised the rent calculation to an income-based, stepped rent process with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 – \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total tenant payment required by the tenant would be \$125. Annual adjusted income will be used to establish the income band. Payment standards were established at CHA Fair Market Rents (PBV units only) by bedroom size and are reviewed/updated annually every fall. In 2018, the CHA removed the escrow deposit and replaced it with two new incentive programs; The Challenging Barriers Program and the Milestone Program. The income bands for rent calculation did not change for 2018 as CHA obtained a waiver and therefore does not execute payment standards under its MTW Rent Reform Initiative; instead a ceiling rent is used.

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

| MEDICAL EXAMPLE | MEDICAL DEDUCTION | CHILDCARE EXPENSE | CHILDCARE DEDUCTION |
|-------------------|-------------------|-------------------|---------------------|
| \$0 - \$2,499 | \$0 | \$0 - \$2,499 | \$0 |
| \$2,500 - \$4,999 | \$2,500 | \$2,500 - \$4,999 | \$2,500 |
| \$5,000 - \$7,499 | \$5,000 | \$5000 - \$7,499 | \$5,000 |
| \$7,500+ | \$7,500 | \$7,500+ | \$7,500 |

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|---|---|----------|
| CE#1 Agency Cost Savings | | | |
| Total cost of rent reform in dollars | The cost of task prior to implementation of activity is \$67,960 (3,398 staff hours multiplied by \$20 per hour for FTE of specialist/property manager) | The expected cost of task \$38,160. | \$37,200 |
| CE#2: Staff Time Savings | | | |
| Decrease total time to complete the task in staff hours | Total amount of staff time prior to implementation of the activity is 3,398 hours | Expected amount of total staff time dedicated 1,908 hours. | 1,870 |
| CE#3 Decrease in Error Rate of Task Execution | | | |
| Decrease in average error rate in rent calculation task as a percentage. | The average error rate of task prior to implementation of Blue Horizon (Property Management sub) was not set | The expected average error rate of task at FY 2019 reporting is 12% | N/A |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report. Data collection methods which capture and track amount of increased rental revenue will also be evaluated and reflected in next fiscal year's Report.

iv. Actual Changes to Metrics/Data Collection

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

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Average error rate in rent calculation wasn't being tracked to correspond to this metric for certain populations by property management subsidiary. New protocol will be established for FY 2019 to track this metric.

2016- 4 SINGLE PLATFORM FOR INSPECTIONS

Statutory Objective: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

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

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|---|---|----------------------------------|------------|
| CE#1 Agency Cost Savings | | | |
| Decrease total cost of re-inspection in dollars | \$73,208 cost for re-inspections (FY2015) | \$24,403 cost for re-inspections | \$22,014 |
| CE#2: Staff Time Savings | | | |
| Decrease total time to complete reinspection in staff hours | 3,748 hours spent on re-inspections | 1249.5 hours | 1014 hours |
| CE#3 Decrease in Error Rate of Task Execution | | | |

| | | | |
|--|-----|-----|-----|
| Average percent of re-inspections of initial inspections | 55% | 40% | 45% |
|--|-----|-----|-----|

iii. Actual Non-Significant Changes

Utilization of UPCS inspection criteria for CHA’s tenant based voucher program has not been implemented. Implementation of this aspect will begin in 2020. UPCS inspections were performed on RAD-PBV units.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2016-5 CONTROLLED PROGRAM MOVES

Statutory Objectives: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

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

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

The CHA will also deny a participant permission to make an elective move if the family is currently in a repayment agreement until they are paid in full and will be denied if pending termination. This

policy applies to moves within the PHA’s jurisdiction or outside it under portability. Third party documentation will be required for all requests inside of the 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. Based on streamlining of the transfer process through FY 2018, the number of staff hours per transfer decreased significantly, which corresponded with a decrease in costs per metric chart below.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|----------------------|----------------------|--------------------|
| CE#1 Agency Cost Savings | | | |
| Decrease in total cost of processing move requests | \$26,230 per Year | \$22,756 per Year | \$12,751 per Year |
| CE#2: Staff Time Savings | | | |
| Decrease total staff time (in hours) to complete transfers | 1,398 hours per Year | 1,213 hours per Year | 619 hours per Year |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2016-6 MODIFIED DEFINITION OF ELDERLY

Statutory Objectives: Housing Choice

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

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

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|----------|-----------|----------|
| HC #1: Additional Units of Housing Made Available | | | |
| Number of new housing units made available for households at or below 80% AMI as a result of the activity. | 95 | 95 | 2,958 |
| HC#3: Decrease in Wait List Time | | | |
| Average applicant time on wait list in months | 11 years | 11 years | 11 years |
| HC#4: Displacement Prevention | | | |
| Number of near elderly households at or below 80% AMI that would lose assistance or need to move. | 338 | 338 | 0 |
| HC #5: Increase in Resident Mobility | | | |
| Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | 77 | 77 | 24 |

iii. Actual Non-Significant Changes

There were no unplanned/ planned changes that occurred for this activity in 2018.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2011-3 NEW CONSTRUCTION OF AFFORDABLE UNITS

Statutory Objectives: Self Sufficiency, Housing Choice

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

Through this activity CHA is able to pursue opportunities 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.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|---|--|---------|
| HC#1 Agency Cost Savings | | | |
| Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity. | There were 0 housing units of this type prior to implementation of this activity. | Expected housing units of this type is 373. | 81 |
| HC#5: Increase in Resident Mobility | | | |
| Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | Households able to move to a better unit and/or neighborhood of opportunity prior to implementation is 0. | Expected households able to move to a better unit and/or neighborhood of opportunity is 0. | 81 |

| 2018 FORECASTED PROJECTS | 2018 REPORT 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. | Construction is complete on Phase I of The Oaks at Cherry. 100% of the units were occupied by June 2018. A conceptual plan for Phase II has been completed and staff is working through the rezoning process. |
| 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 newly acquired land was purchased in 2018. Horizon Development Properties Inc, continues to develop a pipeline of projects for future expansion of affordable housing in Charlotte. |
| <ul style="list-style-type: none"> ✓ 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 tract as a valuable opportunity and is currently evaluating for highest and best usage of this in-demand Uptown location. | The 6 th & Myers tract has been included in the Small Area Plan for First Ward Place. Shook Kelly Architects has been procured to complete the study which we anticipate being completed by year end. |
| In 2017, CHA/HDP will continue redevelopment efforts at the Strawn site. | The City has started the installation of storm water improvements at the site. Land transfer documentation was submitted to HUD and subsequently approved to convey the land from CHA to HDP Properties, Inc., a subsidiary of CHA. HDP continues to work with The Fallon Company (Master Developer) and the City of Charlotte to coordinate the start of vertical construction. |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2009-3 COMMUNITY BASED RENTAL ASSISTANCE

Statutory Objectives: Cost Effectiveness, Self Sufficiency, Housing Choice

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

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

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

Traditional/RAD Project Based Voucher Activity

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

Traditional/RAD Project Based Voucher Activity Data Explanation--

The cost of supportive services is tracked by CHA's Client Services Department. CHA utilizes in-house and contract case management services. In-house case management services are

determined based on case manager and supervisory salaries and average case load. Contracted case management services are competitively bid. Each contract stipulates the number of clients to be served at a fixed rate. The amount of staff time dedicated to process PBV payments is based on the average time it takes Compliance Department staff to review monthly subsidy requests. All RAD PBV payments have been automated. The decrease in total staff time to complete inspections is tracked by the decrease average percent of failed HQS inspections metric is no longer applicable as CHA utilizes the uniform physical conditions standards (UPCS) inspections protocol at mixed developments.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|---|--|---|---|
| CE#1 Agency Cost Savings | | | |
| Decrease total cost of re inspection in dollars. | \$73,208 cost for re-inspections (FY2015) | \$24,403 cost for re inspections | \$0.00 - Utilizing UPCS inspection protocol |
| CE#2: Staff Time Savings | | | |
| Decrease total time to complete the task (process PBV payments) in staff hours. | Time in staff hours to process PBV HAP requests \$0 | Expected amount of total staff time dedicated to the task (process PBV payments) is 9 hours monthly | 3 hours per month |
| CE#3 Decrease in Error Rate of Task Execution | | | |
| Decrease average error rate in completing a task (HAP calculation) as a percentage. | Total amount of staff time dedicated to the task (process PBV payments) prior to implementation of the activity: 0 | Average error rate of task TBD | Due to RAD-PBV conversion CHA will be developing a 50058-rejection tracking report. |

Supportive Housing Project-Based Activity

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 FY 2017 Charlotte Housing Authority Moving Forward Annual Plan (DRAFT) 42 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.

Supportive Housing Project-Based Activity Data Explanation--

The CHA determines the amount of funds leveraged for the Supportive Housing Project-Based activity by utilizing financial data provided by our partners. Annually, each supportive housing partner provides the average supportive services budgeted amount per PBV assisted unit to CHA.

Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI is based on annual PBV commitments for this category and the subsequent occupancy levels at the properties. In FY2015, CHA committed 35 PBV units for Moore Place II and 15 units for Supportive Housing Communities (SHC). SHC was unable to secure a permanent location, so this commitment has been converted to the Local Rental Subsidy activity.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|---|--|--|---------|
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars. | Amount of leverage prior to implementation of the activity is \$0. | Expected amount leveraged is \$2,300 per family for supportive services | N/A |
| HC#5: Increase in Resident Mobility | | | |
| Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI as a result of the activity (increase). | Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI prior to the activity: 114 | Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI is expected to be 50 | 30 |

Local Rental Subsidy Activity

The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented in FY2011. CHA awards partner agencies with an allocation of tenant based vouchers to house homeless families participating in intensive supportive services.

The CHA may grant special admissions to referrals from partner agencies participating in the local Rental Subsidy Program and admit families that are not on the HCV waiting list or without considering the family’s position on the HCV waiting list. However, referrals that are on the HCV waiting list will have preference. Families referred to CHA by partner agencies must meet HCV eligibility criteria and adhere to the partner’s supportive services requirements for continued eligibility. Partner agencies participating in the local Rental Subsidy program may impose voucher time limits based on their CHA-approved service delivery model.

Charlotte Family Housing (CFH)

In 2018 CHA reduced the number of rental subsidies allocated to Charlotte Family Housing (CFH) from 50, to 40. The families referred through CFH are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). CHA may subsidize up to 15 families that need employment at the time of admission.

A Stable Home (ASH)

ASH is collaboration with A Child’s Place, Charlotte-Mecklenburg School System, Mecklenburg County, and CHA to provide stability for homeless school children and their families. In 2018 CHA reduced ASH’s voucher allocation from 50 to 35, due to amount of average utilization rate of FY 2017.

Urban Ministry Center (UMC)

UMC has received an allocation of vouchers to serve chronically homeless families and/or individuals with disabilities. For 2018 the partnership afforded 75 vouchers aimed to support the targeted population.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|---|---|---|--|
| CE#1 Agency Cost Savings | | | |
| Decrease in total cost of average HAP in dollars | Cost of task prior to implementation of the activity 0 | Expected cost of task after implementation of the activity \$694.80 | ASH: \$865 CFH: \$753 SHC: \$811 UMC: \$627 |
| CE#2: Staff Time Savings | | | |
| 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. | HAP payments for the Local Rental Subsidy Program are automated through Yardi software |
| CE#3: Decrease in Error Rate of Task Execution | | | |
| Decrease average error rate in completing a task (HAP calculation) as a percentage. | Average error rate of task prior to implementation of the activity is TBD during FY2015 | HAP payments for the Local Rental Subsidy Program are automated through Yardi software | HAP payments for the Local Rental Subsidy Program are automated through Yardi software |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount leveraged prior to implementation of the activity is \$0. | Expected amount leveraged for supportive services is \$5,000 per family | ASH: \$ 1,300 per family CFH: \$28,7769; SHC: \$6,863 UMC: \$5,348 |
| SS#1 Increase Household Income | | | |
| Increase in average earned income of households affected by this policy in dollars | Average earned income of households affected by this policy prior to implementation of the activity is \$12,322 | Expected average earned income of households affected by this policy is \$10,096 | ASH: \$10,179 CFH: \$11,872 SHC: \$ 3,673 UMC: \$ 310 |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| Employed Full Time | Head of households employed full time prior to implementation: 23 | Expected head of households employed full time is 27 | ASH: 19 CFH: 23 SHC: 3 UMC: 3 |
| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |

| | | | |
|--|---|--|--|
| Increase in number of households receiving services aimed to increase self-sufficiency | Households receiving self-sufficiency services prior to implementation of the activity is 0 | Expected number of households receiving self-sufficiency services is 120 | ASH: 31 CFH: 34 SHC: 13 UMC: 70 |
| SS#8: Households Transitioned to Self Sufficiency | | | |
| 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 2 | 30 UMC |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2009-5 MOVING FORWARD SUPPORTIVE SERVICES

Statutory Objectives: Cost Effectiveness, Self Sufficiency

i. Plan Year Approved, Implemented, Amended:

The Moving Forward Supportive Services Program (MFSS) was approved in the FY 2009 Annual Plan. Implementation began in FY 2009.

ii. Description/Impact/Update

This program supports the Work Requirement Policy and is the combination of the traditional family self-sufficiency (FSS) program and the newer MTW Moving Forward Self-Sufficiency program. In 2010, FSS contracts were no longer offered and those who were under a traditional FSS 5-year contract had the option to remain under their FSS contract or roll under the new Moving Forward Supportive Services program. Under this program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first six (6) months they are encouraged to become employed with a minimum of 20 hours per week and willing to enroll in school and/or job training.

Since 2009, services associated with MFSS have been gradually rolled out across three pilot groups to the non-elderly, non-disabled residents and HCV participants; Group 1 in 2009: Claremont, Victoria Square and the Housing Choice Voucher FSS program participants, Group 2 in 2010: Cedar Knoll,

Leafcrest, Tarlton Hills, and Boulevard Homes, and Group 3 in 2017: Southside Homes, Dillehay, Robinsdale, Sunridge, Meadow Oaks, Wallace Woods, Savannah Woods, Mallard Ridge, Gladedale, Oaks at Cherry (Formerly Tall Oaks). As of January 2018, Supportive Services are now provided to the entire CHA portfolio in conjunction with the agency-wide implementation of the Work Requirement Policy. Therefore, the three pilot groups have been combined into one large group and now include the HCV Program.

| METRIC | BASELINE (2014) | BENCHMARK | OUTCOME |
|---|--|--|----------|
| CE#1: Agency Cost Savings | | | |
| Decrease in total cost of average supportive services in dollars. | Total cost prior to implementation is \$2,300 per household | Expected cost of task is \$1,300 per household | \$1,100 |
| CE#2: Staff Time Savings (calculated by tier level of caseload) | | | |
| Total time to complete the task (case management) in staff hours | Total amount of staff time dedicated to the task prior to implementation is 100 | Expected amount of total staff time dedicated to the task is >= 150 hours monthly | 107 |
| CE#4: Increase in Resources Leveraged | | | |
| Increase in amount of funds leveraged in dollars | Amount leveraged prior to implementation is \$0 | Expected amount leveraged is \$8,000 | \$10,000 |
| SS#1: Increase in Household Income | | | |
| Increase in average earned income (1% increase) of households affected by this policy in dollars. | Averaged earned income of households affected by this policy prior to implementation of the activity is \$13,779 | Expected average earned income of households affected by this policy after implementation of this activity is \$16,640 | \$18,322 |
| SS#3: Increase in Positive Outcomes in Employment Status | | | |
| # Employed FT (32+) | 23 | ≥250 | 373 |
| # Employed PT (1-31) | | 54 ≥350 | 429 |
| Enrolled in an Educational Program | 2 | 50 | 9 |
| Enrolled in Job Training Program | 2 | 50 | 4 |
| Unemployed | ≤23 | ≤750 | 4 |
| Other (workshop) | ≥23 | ≥300 | 232 |
| SS#4 Households Removed from TANF | | | |
| Decrease in number of households receiving TANF assistance | Households receiving TANF prior to implementation of the activity is 3 | Households receiving TANF 35 | 11 |
| SS#5: Households Assisted by Services that Increase Self Sufficiency | | | |
| Increase in number of households receiving services aimed to increase self- sufficiency. | Households receiving self- sufficiency services prior to implementation is 78 | Expected number of households receiving self-sufficiency services is ≤1400 | 944 |

| SS#8: Households Transitioned to Self Sufficiency | | | |
|--|--|--|----|
| Increase in number of households transitioned to self-sufficiency. | Increase in number of households transitioned to self-sufficiency prior to implementation is 2 | Increase in number of households transitioned to self-sufficiency 13 | 11 |

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

As of January 2018, Supportive Services are now provided to the entire CHA portfolio in conjunction with the agency-wide implementation of the Work Requirement Policy. Therefore, the three pilot groups have been combined into one data assemblage and now include HCV Program participants. The Moving Forward Supportive Services (MFSS) Program now operates across the fourteen (14) newly converted RAD PBV sites, one Public Housing Site (Dillehay), and as of 2018, serves HCV participants.

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

The above metrics tables were modified in FY 2018 to reflect the expansion of the activity to CHA’s entire portfolio. Four metrics were adjusted and metric tables adjoined to more precisely depict current iteration of program and breadth of the program’s features and participants.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2009-8 LAND ACQUISITION FOR FUTURE USE

Statutory Objectives: Housing Choice, Self Sufficiency

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Update/Impact

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

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|---|---------------------------------------|---------|
| HC#1 Agency Cost Savings | | | |
| Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity. | There were 0 housing units of this type prior to implementation of this activity. | There are 0 units planned for FY 2018 | 0 |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

2008-3 INVESTMENT POLICIES CONSISTENT WITH STATE LAW INITIATIVE

Statutory Objectives: Cost Effectiveness

i. Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

CHA invests only in securities authorized under NC state law that allow the flexibility to invest productively and efficiently to achieve a portfolio which is safer, more liquid, and obtains competitive yield. CHA’s investments are performed in accordance with HUD regulations and North Carolina Statutes. This activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The activity is on schedule and effective. CHA’s investment policy restricts amounts deposited or invested for different types of investments as a percentage of the overall portfolio. The agency has less ability to invest in commercial paper than in previous years, however, with what funds are available for investment, CHA is gaining more interest on dollars leveraged in the NC portfolio.

The activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rates during the baseline period averaged 4.41% per month. The current average interest rate is .349% due to the economy. CHA has experienced a higher interest rate under the new portfolio strategy since implementation began in 2009, resulting in a higher net portfolio return which achieves greater cost effectiveness in Federal expenditures.

For the first half of 2018, investment earnings were significantly higher through state approved investments, resulting in higher interest income than otherwise would have been earned. During that time CHA bid out its overall banking services contract. CHA’s previous financial institution won the banking services contract again, and the solicitation resulted in a significantly higher monthly interest rate on checking account balances. State approved investment vehicles still outperformed the checking account balances, though at a lower rate.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|---|---|--|----------|
| CE#4: Increase in Resources Leveraged | | | |
| 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 | \$73,689 |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

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

Statutory Objectives: Cost Effectiveness, Housing Choice

Plan Year Approved, Implemented, Amended

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

ii. Description/Impact/Update

No acquisitions or rehabilitations were completed in 2018.

| METRIC | BASELINE | BENCHMARK | OUTCOME |
|--|--|--|---------|
| CE#1 Agency Cost Savings | | | |
| Decrease in total cost of unit acquisition. | Cost of acquiring new units prior to implementation was \$120,000 per unit. | Expected cost of acquiring existing units \$180,000 per unit. | 0 |
| HC #1: Additional Units of Housing Made Available | | | |
| Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity. | There were 0 housing units of this type prior to implementation of this activity. | Expected number of housing units of this type is 402. | 0 |
| HC#4: Displacement Prevention | | | |
| Decrease in number of households at or below 80% AMI that would lose assistance or need to move. | Households losing assistance/moving prior to activity was 0. | Expected households losing assistance/moving after implementation of the activity is 0 for FY2018 | 0 |
| HC #5: Increase in Resident Mobility | | | |
| Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity. | Households able to move to a better unit and/or neighborhood of opportunity prior to activity was 0. | Expected households able to move to a better unit and/or neighborhood of opportunity is 0 for FY 2018. | 0 |

iii. Actual Non-Significant Changes

There were no unplanned changes or modifications to this activity through FY 2018 to report.

iv. Actual Changes to Metrics/Data Collection

There were no changes in how CHA tracks/records program data.

v. Actual Significant Changes

There were no significant amendments pertaining to this activity for FY 2018.

vi. Challenges in Achieving Benchmarks and Possible Strategies

There are no challenges in achieving benchmarks nor alternative strategies to report on at this time.

B. NOT YET IMPLEMENTED ACTIVITIES

There are currently no MTW activities that have not been implemented.

C. ACTIVITIES ON HOLD

2008-2 PARTICIPANT AND LANDLORD TRACKING

Statutory Objectives: Housing Choice

Activity Description and Background:

CHA received approval in the FY 2008 annual plan to implement a Participant and Landlord Tracking Program. The activity was implemented in FY 2008. The agency began tracking the locations of Housing Choice Vouchers to best inform data-driven results, aimed at increasing access to affordable housing prospects in high opportunity areas.

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

The Participant Landlord Tracking initiative provided insight for current policy undertakings and the success of the initiative will continue to inform the Exception Payment Standards Initiative which was implemented in the first quarter of the FY 2017. In an effort to avoid duplicative policies and advance successes, this initiative will be put on hold for plan year 2019 and be further assessed to determine any status changes.

2013-2 BIENNIAL AGENCY-WIDE INSPECTIONS

Statutory Objectives: Cost Effectiveness

Activity Description and Background:

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

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

D. CLOSED OUT ACTIVITIES

2008-2 PARTICIPANT AND LANDLORD TRACKING

The Activity Closed out at end of 2018.

CHA received approval in the FY 2008 annual plan to implement a Participant and Landlord Tracking

Program. The activity was implemented in FY 2008. The agency began tracking the locations of Housing Choice Vouchers aimed at increasing access to affordable housing prospects in high opportunity areas.

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

The success of the initiative will continue to inform the Exception Payment Standards Initiative which was implemented in the first quarter of the FY 2017 and CHA's new Opportunity Housing Program initiated in Q4 of 2018. In an effort to avoid duplicative policies CHA is requesting closure for this activity as it was meant to inform and establish baseline research and insight and was maximally utilized as such.

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

The Activity Closed out in 2018.

CHA received approval in June of 2014 and the initiative was amended FY 2015 to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. The agency implemented the activity in FY 2015. CHA will no longer have properties with PBV and PH in the same development after RAD. CHA already has MTW approval to utilize UPCS inspections protocol in lieu of HQS under the Implement a Single Platform for Inspections. Additionally, CHA has MTW approval for site based administration of the PBV Program under the Community Based Rental Assistance Program.

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

The Activity Closed out in 2017.

CHA received approval June 24, 2014 in the FY 2015 Annual Plan (April 1, 2014 – March 31, 2015) to implement a policy that terminates public housing assistance for households no longer using the subsidy in mixed-income communities. This activity has been combined with 2017-1-Modified Terms of Over Subsidy. This activity was closed-out effective fiscal year end 2016 (following HUD approval of the FY 2017 Plan and RAD Conversion).

2011-1 ACQUISITION OF GENERAL PARTNERSHIP INTEREST

The Activity Closed out in 2016.

Acquire the General Partnership interest in the Little Rock Apartments - This activity was approved

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

2011-2 LOCAL NON-TRADITIONAL INITIATIVES

The Activity Closed out in 2018.

The initiative was proposed for close-out last plan year due to RAD conversion. The Supportive Housing Innovative Partnership (SHIP) units will now be considered Supportive Housing units under our Community Based Rental Assistance Policy. The apartments are owned by CHA's non-profit subsidiary, Horizon Development Properties, Inc. and have been refinanced and rehabilitated into a mixed-income community. The activity was branded the Supportive Housing Innovative Partnership (SHIP) at Hampton Crest. The Salvation Army (TSA) is responsible for providing the supportive services.

2009-6 YOUTH INITIATIVES

The Activity Closed out in 2015.

In FY2009, CHA was approved to establish a Cooperative Agreement to Form Partnerships with Communities In School (CIS), Charlotte-Mecklenburg Schools(CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post- secondary education preparation, and academic performance improvement. The Agreement has expired; however, CHA's focus continues to be on providing services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty. The authority will be seeking other partners and initiatives which can provide outcomes for the desired metrics for CHA's student portfolio. CIS's data was reporting aggregate data and did not allow CHA to see the progress of its student population.

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

The Activity closed out 2013.

CHA was approved to implement the site-based waiting lists for public housing and Project Based HCV units in FY 2009. The activity began in the same year. CHA continues to manage the waiting lists for public housing and project-based voucher units at the site level. CHA considers this activity a success due to no 3rd offers in FY 2013.

2008-2 BIENNIAL REVIEW PROCESS FOR ELDERLY AND DISABLED

The Activity closed out 2013.

A biennial review process for elderly and disabled heads of households was approved by HUD forFY2009. Implementation of the Biennial Review Process began December 2010. The activity is being closed out because the agency has implemented an agency wide Biennial Process. The elderly

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

2008-5 GOOD NEIGHBOR TRAINING

The Activity closed out 2014.

CHA proposed the Good Neighbor Training (GNT) activity in FY 2008. The activity implementation began in FY 2008 for HCV households and 2011 for Public Housing households. The training was designed to assist families' acclimation to a neighborhood. Participants learn more about being "Good Neighbors" by focusing on topics such as building codes and standards, property maintenance, basic zoning regulations, home maintenance, neighborhood involvement, school and amenities locations, and conflict resolution.

CHA continues to provide mandated GNT, which is conducted by CHA staff, to all new HCV and public housing applicants entering the program. This activity was closed out effective December 2014. CHA no longer requires the waiver to hold GNT since it has been incorporated into the briefing and all existing participants have been trained.

2008-2009 DEVELOPMENT OF LOCAL DESIGN STANDARDS

The Activity Closed out in 2014.

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

2007-2 AFFORDABLE HOUSING IMPACT STUDY

The Activity Closed out in 2010.

The activity was approved in 2008 via the 2007 MTW Plan. CHA commissioned UNCC to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding residential communities. These findings have been initiated through other CHA programs.

2007-2008 SECTION 8 PROPERTY RATING SYSTEM

The Activity Closed out in 2011.

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

V. SOURCES AND USES OF FUNDS

A. Actual SOURCES AND USES OF MTW FUNDS

i. Actual Sources of MTW Funds in the Plan Year

CHA will submit prescribed information to through the Financial Assessment System-PHA.

ii. Actual Uses of MTW Funds in the Plan Year

CHA will submit prescribed information to through the Financial Assessment System-PHA.

iii. Describe Actual Use of MTW Single Fund Flexibility

Resident Safety Initiative:

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

The following activities were successfully initiated in FY 2018 and will remain in place for FY 2019 to assist in the success of improving the quality of life for our residents. Chief program activities include:

- Providing year-round Private Security at our Senior and Active Adults High-rise Sites
 - Upgrade and install a new Surveillance Camera System at 32 communities of our existing sites including a mini Command Center at our Administration Headquarters Building.
 - Implemented Injury-Free Violence Prevention Initiative "Focusing on Domestic Violence"
- CHA will work with the Charlotte Mecklenburg Police Department (CMPD) to collect all reported incidents of each CHA's community from the CMPD Research Analysis Division and conduct a comparison from the previous fiscal year. There were 1073 total crimes reported within/at CHA properties for 2018. As prescribed in the approved FY 2019 MTW/Moving Forward Plan, an ambitious benchmark of 5% reduction in crime rate each year for the next 5 years, which thus far, is on track.

The keys to the success of the plan are CMPD and the Charlotte Fire Department (CFD) to encourage resident involvement in crime prevention and safety at all properties. This initiative seeks to provide a safe and stable community. This initiative positively impacts families by meeting both the statutory objective to expand their housing choices and promote work and self-sufficiency.

The safety and well-being of their children is one of the primary concerns for families when choosing a housing with CHA. In addition, feeling secure about their perspective community gives them one less issue to worry about as they focus on becoming gainfully employed. Changing the perception of our community environments will have a positive impact on the surrounding community (schools and local business). The initiative also improves the social and physical value of the CHA properties which will result in administrative cost savings and efficiencies.

CHA will work with the Charlotte Mecklenburg Police Department (CMPD) to collect all reported incidents of each CHA's community from the CMPD Research Analysis Division and conduct a comparison from the previous fiscal year. There were 1073 total crimes reported within/at CHA properties for 2018. As prescribed in the approved FY 2019 MTW/Moving Forward Plan, an ambitious benchmark of 5% reduction in crime rate each year for the next 5 years, which thus far, is on track.

The Center for Employment Services (CES)

The CES is a Moving Forward Initiative to promote employment and self-reliance in West Charlotte. One of the barriers to employment that residents face is the lack of job skills or training. The CES focuses on addressing this issue by providing the necessary services, training and support to Public Housing Residents and Housing Choice Voucher participants. Through partnerships with various organizations, such as Grace-Mar Services, the CES provides basic literacy classes, computer training, pre-employment workshops, completion of GED, and onsite employment assessments. In 2018, 11 participants successfully secured employment through services provided at the CES.

With Every Heart Beat is Life (WEHL)

The WEHL Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. In 2018, there were 3 classes held with a total of 33 participants who completed the program. The WEHL Program strongly believes in the "each one, teach one" method. This means sharing what you learn with others. This method is used to extend awareness as much as possible to Public Housing Communities to promote better health choices in hopes of developing healthy communities.

MAXimize Your Potential Academic Enhancement Program (MAX)

The Charlotte Housing Authority's MAX Program is a youth development program that aims to provide the skills needed to prepare high school students for academic success in high school, college and beyond. Over the course of a school year, students participated in stimulating college and career readiness workshops and activities designed to develop intrinsic motivation and the confidence students need to be successful in their post-secondary future. To help improve their academic performance, students received tutoring via one-on-one and group sessions. To maximize the needs of students, we focused on three key aspects of success: motivation, achievement, and excellence. Though our program focused on improving academic success, it also provided inspiration for 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 of all students. By holding them to these standards, we hope to reinforce self-motivation and personal responsibility and propel students toward academic excellence.

The MAX program made pivotal strides in helping our students bridge the education gap. MAX students started the school year performing at or below grade level with an average grade point

average of 2.2. After the spring 2018 school year, through hard work and commitment, 82 percent of the 12 students enrolled successfully completed the year by increasing their overall grade point average to 2.9.

During the fall 2018 session, MAX was modified to increase the number of students served by implementing the program within two CHA communities. The students meet twice per week after school; each have an average weekly attendance of 29 students.

Expansion of Client Services

The Client Services Program is designed to assist residents in gaining the necessary skills for success. The program goal is to help families become financially stable and decrease their dependence on housing subsidy. Case managers work with families to identify barriers and coordinate resources to address these barriers.

In 2018, Client Services expanded supportive services to all non-elderly/non-disabled participants in the Housing Choice Voucher Program. These expanded services are funded with MTW funds and represents the first time in CHA’s history that supportive services were provided to the entire portfolio. With the expansion of supportive services, the work requirement policy was also expanded across the entire portfolio.

Real Estate Development

The Strawn Cottages Project is a transit-oriented development project featuring mixed-income housing, a hotel, restaurants and green space. With the completion of relocation and demolition, CHA executed an agreement with the City of Charlotte to begin storm drainage and sewer infrastructure improvements at the site in 2018. A total of \$481,000 of MTW Funds was used to cover CHA’s share of the cost.

The Tall Oaks Phase 1 Project completed construction of 81 units across scattered sites and was leased up by summer of 2018. Portions of final construction payments were funded with MTW funds to complete the project. MTW Funds will also be used to continue pre-development efforts on Phase 2 of the Tall Oaks Project.

B. Local Asset Management Plan

| | | |
|--|-----|----|
| i. Did the MTW PHA allocate costs within statute in the Plan Year? | Yes | No |
| ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year? | Yes | No |
| iii. Did the MTW PHA provide a LAMP in the appendix? | Yes | No |



VI. Administrative

A. Reviews, Audits and Inspections

There were no major HUD reviews, audits, and/or physical inspection issues which required CHA to take actions in order to address.

B. Evaluation Results

An evaluation has been completed and is currently under review by CHA Board of Commissioners and pertinent executive staff. The evaluation report provides an update on CHA's Moving Forward program, with a special emphasis on activities that have been implemented or modified within the last two years. The report draws upon two primary data sources CHA staff in-person interviews and a CURS administered a survey of 1,000 work-able Housing Choice Voucher clients in spring 2018. A total of 505 households returned a useable survey. This is the second survey of HCV clients that CURS had administered and, where relevant, we have included responses from a matched sample of households who returned both the previous (2014) and most recent surveys (172 households).

The report contains six chapters: introduction, Moving Forward program update, promoting self-sufficiency, expanding housing options, achieving cost savings and use of single-fund flexibility and summary and recommendations. After final review of the report document, the final version will be posted on UNC CURS website, as well as CHA's website.

C. Statutory Requirement Certification

Proper Certification document included as Appendix A of this document.

D. MTW Energy Performance Contract (EPC) Flexibility Data

CHA does not utilize this flexibility.

E. Appendix Listing

- Appendix A: Statutory Requirement Certification



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 2018 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, Jr.', is written over a horizontal line.

A. Fulton Meachem, Jr.

President/CEO

A handwritten date '3/28/2019' in blue ink is written over a horizontal line.

DATE