



THE CHARLOTTE HOUSING AUTHORITY

2020 MOVING TO WORK
(MTW) ANNUAL PLAN

***Technical Amendments (COVID-19)
Submitted: 05/20/20**

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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 which allows 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 it 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 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. This allows program combination to serve as onramp for housing stability for families on their path to economic independence. It further supports and advances the neighborhoods served by CHA. CHA has branded the local effort Moving Forward, which reflects a combination of shared intent, forward movement and an image of affordable housing that serves as a safety net and platform for rebuilding lives.

In reviewing our MTW plan for fiscal year 2020, it's clear: MTW is an essential part of CHA's day-to-day operations while it 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, CHA will strive to continue to:

COMPLETE RENTAL ASSISTANCE DEMONSTRATION (RAD) CONVERSIONS

With CHA's capacity to utilize both MTW flexibilities and RAD program guidelines, a role can be assumed that is more conducive to the competitive private market. Making the move to RAD will continue to enable CHA to achieve major goals while safeguarding long term affordability of units without further burdening clients with increased rental costs in our challenging area market. CHA has converted a total of 3,179 Public Housing units to Project Based Voucher units and is on schedule to convert 100 percent of unit inventory by end of FY 2020.

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.

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, coupled with the understanding that excellent customer service is a hallmark of a successful agency. Whether by a virtual visit to CHA’s website or various social media platforms, or an in-person visit to CHA headquarters, CHA will continue to enhance its customer experience by developing and executing a successful system for gathering and responding to customer feedback.

GOAL

Acquire, Develop, and Preserve Diverse Price Point Housing.

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

GOAL

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

CHA looks to continue its success leveraging real estate assets to maximize value through additional mixed-income and mixed-use development projects. Through a recent organizational transformation and the 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. Empowered by MTW, CHA is uniquely positioned in the Charlotte metro region to strategically engage in cross-sector partnerships with allies in education, health, social services, and workforce development to better ensure the impact of social investments for CHA clients are maximized. With these coordinated efforts, the multiple barriers which often exist on the road to self-sufficiency can be better addressed.

GOAL

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

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

GOAL

Acquire, Retain and Develop Top Talent.

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

II. GENERAL HOUSING AUTHORITY OPERATING INFORMATION

A. HOUSING STOCK INFORMATION

PLANNED NEW PUBLIC HOUSING UNITS

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

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

PLANNED PUBLIC HOUSING UNITS TO BE REMOVED

PROPERTY NAME	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Dillehay Courts	100	Will be converted to PBV vouchers through RAD process by end of year 2020.
Strawn Cottages	11	Will be converted to PBV vouchers through RAD process by end of year 2020.

Total Public Housing units to be removed in the plan year: 111

PLANNED NEW PROJECT BASED VOUCHERS

PROPERTY NAME	NUMBER OF Vouchers to be Project-Based	EXPLANATION FOR REMOVAL
Dillehay Courts	100	Remaining units will be converted to PBV vouchers through RAD process by end of year 2020.
Strawn Cottages	11	Remaining units will be converted to PBV vouchers through RAD process by end of year 2020.

Total Public Housing Units to be newly Project Based: 111

PLANNED EXISTING PROJECT BASED VOUCHERS

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
940 Brevard	100	yes,40	Senior
Arbor Glen 50	25	yes,25	Family
Arbor Glen I	60	yes,60	Senior, Family
Arbor Glen II	40	yes,40	Family
Arbor Glen III	12	yes,12	Family
Ashley Square @ SouthPark	36	yes,22	Family/Mixed Income
Archdale Flats			Vacant pending revitalization
Autumn Place	68	yes,68	Senior
Cedar Knoll	49	yes,49	Family
Charlottetown Terrace	161	yes,161	Disabled
Cherry Gardens	11	No	Senior
Claremont	50	yes,50	Family
Dillehay	136	136	Family
Edwin Towers	176	yes,176	Senior
Everett House	10	No	Disabled/Supportive
Fairmarket Square	16	yes,16	Family/Mixed Income
First Ward	132	yes,132	Family/Mixed Income
Gladedale	49	yes,49	Family
Glen Cove	10	yes,10	Mixed Income
Hall House	0	0	Vacant pending revitalization
Hampton Creste	60	yes,60	Mixed Income/Supportive
Leafcrest	48	yes,48	Family
Mallard Ridge	35	yes,35	Family
McAden Park	60	yes,30	Family, Mixed Income
McAlpine Terrace	26	yes,26	Senior/Mixed Income
McCreech Place	88	yes,63	Supportive
McMullen Woods	21	yes,21	Family/Mixed Income
Meadow Oaks	32	yes,32	Family
Mill Pond	51	No	Mixed Income
Montgomery Gardens	20	yes,20	Family/Mixed Income
Moore Place I & II	86	yes,34	Family/Mixed Income/Supportive
Nia Point	29	yes,29	Family/Mixed Income
Park at Oaklawn	89	yes,89	Family/Mixed Income
Parktown Terrace	163	yes,163	Family/Mixed Income
Prosperity Creek	156	yes,156	Senior
Residences at Renaissance I	31	yes,31	Family/Mixed Income
Residences at Renaissance II	67	67	Family/Mixed Income
Retreat at Renaissance	90	yes,90	Senior
Robinsdale	30	yes,30	Family/Mixed Income
Savanna Woods	49	yes,49	Family
Seigel Point	120	yes,102	Family/Mixed Income
Seneca Woods	17	yes,17	Family/Mixed Income
South Oak Crossing	20	yes,20	Family/Mixed Income
Southside Homes	392	yes,392	Family/Mixed Income

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Springcroft @ Ashley Park (SR)	36	yes,18	Senior
Steele Creek Seniors	120	yes,120	Senior/Mixed Income
Stonehaven East	24	yes,24	Family
Strawn Tower	170	yes,170	Senior
Sunridge	44	yes,44	Family
Tarlton Hills	50	yes,50	Family/Mixed Income
Victoria Square	31	yes,31	Family
Wallace Woods	48	yes,48	Family
YWCA Families Together	10	No	Supportive/Family
Woodlawn House	104	yes,104	Senior
Landing at Park Road	92	No	Senior
Oaks at Cherry	81	yes,81	Family
Springfield Gardens	22	yes,22	Senior

Planned Existing Project Based Vouchers: 3,826

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

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

GENERAL DESCRIPTION OF ACTUAL CAPITAL FUND EXPENDITURES DURING PLAN YEAR 2020

Dillehay Courts remains the sole public housing site operating under the Capital Fund Programs. Plans are currently underway to redevelop Dillehay Courts in multiple phases.

All other sites have been converted to RAD and utilize Reserves for maintenance. Of these sites, a draft plan for capital improvements in the 2020 fiscal year per the Physical Conditions Needs Assessment (“PCNA”) is in the preliminary stage and have not been approved by the CHA Board. Improvements totaling just over \$1.5 Million are expected. Projected Capital Improvements have not yet been specified, but efforts are being made to define the scope of work for each site. The following are plausible ventures, but have not been approved:

- **Fairmarket Square** - water heaters replacement, kitchen upgrades.
- **Glen Cove** – Window replacement, kitchen and bath upgrades.
- **Mallard Ridge** – asphalt paving.
- **McAlpine Terrace** - new appliances, window replacement, elevator upgrades and HVAC replacement.
- **Meadow Oaks** – new appliances.
- **Seneca Woods** – interior renovations.
- **Victoria Square** – Re-roofing.
- **Woodlawn House** – new bathroom exhaust fans and common area venting.

B. LEASING INFORMATION

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	0	0
MTW Housing Choice Vouchers (HCV) Utilized	79,476	6,623
Local, Non-Traditional: Tenant-Based	1,740	145
Local, Non-Traditional: Property-Based	10,824	902
Local, Non-Traditional: Homeownership	120	10

PLANNED TOTAL HOUSEHOLDS SERVED:

92,160

7,680

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Rent Reform (2010-1); Triennial reexamination (2016-2)	1,740	145
Property-Based	NA	10,824	902
Homeownership	Homeownership (2016-1)	120	10

PLANNED LOCAL, NON-TRADITIONAL HOUSEHOLDS SERVED:

12,684

1,057

ANTICIPATED ISSUES/POSSIBLE SOLUTIONS RELATED TO LEASING

Nothing pertinent to the issue of leasing to note for plan year 2020.

C. WAIT LIST INFORMATION

WAITING LIST INFORMATION ANTICIPATED

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED
HCV	Type: Central	6,117	Closed
RAD & PBV	Type: Site Based	3,800	Open

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

PLANNED CHANGES TO WAITING LIST IN THE PLAN YEAR

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
HCV	No planned changes
RAD and PBV	No planned changes
Federal MTW Public Housing	All public housing units are to be transitioned to RAD PBV platform, therefore there is no associated waitlist planned for 2020.

III. PROPOSED MTW ACTIVITIES

There are no new activities to propose at this time.

IV APPROVED MTW ACTIVITIES

A. IMPLEMENTED ACTIVITIES

YEAR- ACTIVITY #	MTW ACTIVITY	STATUTORY OBJECTIVE	PAGE #
2019-1	Housing Choice Voucher Incentive Program	Housing Choice	16
2018-1	Self-Certification of Re-inspection for HQS Initials	Cost Effectiveness	17
2018-2	Modified Terms of Over Subsidy	Cost Effectiveness, Housing Choice	17
2017-2	Imputed Earned Income	Cost Effectiveness, Self Sufficiency	18
2017-3	Exception Payment Standards	Housing Choice, Self Sufficiency	20
2016-1	Home Ownership Initiative	Housing Choice, Self Sufficiency	21
2016-2	Triennial Re-examinations	Cost Effectiveness	23
2016-3	Rent Reform and Work Requirement (Revision)	Cost Effectiveness, Self Sufficiency	24
2016-4	Single Platform for Inspections	Cost Effectiveness	27
2016-5	Controlled Program Moves	Cost Effectiveness	28
2016-6	Modified Definition of Elderly	Housing Choice	30
2011-3	New Construction of Affordable Units	Housing Choice	30
2009-3	Community Based Rental Assistance	Cost Effectiveness, Housing Choice, Self Sufficiency	31
2009-5	Moving Forward Supportive Services	Cost Effectiveness, Self Sufficiency	36
2009-8	Land Acquisition for Future Use	Housing Choice	38
2008- 3	Investment Policies Consistent with State Law	Cost Effectiveness	40
2008-7	Increase Acquisition and Rehabilitation of Existing Multi-Family Properties	Cost Effectiveness, Housing Choice	41

2019-1 HOUSING CHOICE PROVIDER INCENTIVE PROGRAM

Statutory Objective: Housing Choice

Plan Year Approved, Implemented, Amended:

CHA received approval for this initiative in 2019. The following program is planned to be rolled-out quarter 3 of 2019 and will include the specific incentives as explicated in the activity’s proposal to HUD.

Description/Update:

CHA’s Housing Choice Voucher (HCV) program has been negatively impacted by a severe shortage of affordable housing units along with a strong and competitive rental market. This is making it increasingly difficult for HCV applicants and participants to locate affordable housing units. In response to these local realities, CHA proposed this activity as an amendment to the FY 2019 MTW Plan late in 2018. The program will operate based upon the availability of funding so as to recruit and retain landlords by providing more choice for CHA’s Housing Choice applicant and participant families. A range of incentives such as, but not limited to the following will be introduced through the proposed program. Upon initial rollout, the following 3 incentives will be applied September of 2019:

Landlord Incentive Payment. Provides owner participants a one-time payment upon execution of a HAP contract who meet eligibility criteria.

Vacancy Assistance Payment. Pays up to a fixed amount for a transition period in which the unit remains vacant for owners who lease to another voucher holder within a maximum amount of days.

Risk Reduction/ Mitigation Funds. Can offer landlords funds up to a certain amount, for tenant-caused damages at the time of move-out, and after providing documentation of charges, including but not limited to: invoices, receipts, and pictures. This initiative aims to increase housing choice for low income families.

Planned Non-Significant Changes:

There are no planned non-significant changes planned for FY 2020; as program is implemented through 2020, staff will evaluate as needed to determine if program adjustments ought to be performed.

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.	0	25	Will be detailed in FY 2020 Moving Forward/MTW Report

Planned Changes to Metrics/Data Collection:

After implementation of activity, metrics and various qualitative data will be appraised to determine if above incentives are effective and/or need to be adjusted, and if alternative incentives ought to be explored.

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

Statutory Objective: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

Planned Non-Significant Changes:

There are no changes planned to this activity for 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease in total cost of task (staff time)	30 min x 744 units = 372	30 min x 596 units = 298	To be reported on in FY 2020 Annual Report
CE#2 Staff Time Savings			
Decrease total cost in staff time	372 hours x \$21.09/hour = \$7,845	298 hours x \$21.09/hour=\$6,285	To be reported on in FY 2020 Annual Report
CE #3 Decrease in Error Rate of Task Execution			
Average error rate in completing a task	Initial fail rate of 46%	Reduce initial fail rate by 10%	To be reported on in FY 2020 Annual Report

Planned Changes to Metrics/Data Collection:

Due to recent implementation of activity there are no planned changes to metrics. Current department data collection methods will be closely observed through 2020, with potential methods under consideration as the initiative continues to develop and outcomes become realized.

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

Statutory Objective: Housing Choice, Cost Effectiveness

Plan Year Approved, Implemented, Amended:

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

Description/Update:

The definition of over-subsidy has been modified in the tenant based and traditional project based

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

Planned Non-Significant Changes:

There are no changes planned to this activity for 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months (decrease)	870 months	624 months	To be reported on in the FY 2020 Annual Report

Planned Changes to Metrics/Data Collection:

With the activity implemented less than one year ago, there are no planned changes to associated metrics. Current department data collection methods will be closely observed with potential methods under consideration through 2020, as the initiative continues to develop and outcomes become realized.

2017-2 IMPUTED EARNED INCOME

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

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

Planned Non-Significant Changes:

There are no changes planned to this activity for 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
cost of task in dollars (decrease) (income interim) average staff time X hourly salary & benefits	\$5,888	\$2,948	To be reported on in the FY 2020 Annual Report
CE#2 Staff Time Savings			
total cost of task in dollars (decrease) (income interim) average staff time)	296 hours	148 hours	To be reported on in the FY 2020 Annual Report
CE#5 Increase in Agency Rental Revenue			
Decrease in average HAP amount in dollars	The average HAP is \$621	A decrease to equal \$583 average HAP	To be reported on in the FY 2020 Annual Report
SS#1 Increase Household Income			
Average earned income of households affected by the policy in dollars (increase) *at all sites except FSS (tenant based and RAD PBV)	\$16,394	\$16,938	To be reported on in the FY 2020 Annual Report
SS#3 Increase in Positive Outcomes in Employment Status			
Employed *at all sites except FSS (tenant based and RAD PBV)	1,854	2,955	To be reported on in the FY 2020 Annual Report
SS#6 Reducing Per Unit Subsidy Costs for Participating Households			
Average amount of Section 8 subsidy per household affected by this policy in dollars	\$616	\$155	To be reported on in the FY 2020 Annual Report
SS#8 Households Transitioned to Self-Sufficiency			
Number of households transitioned to self-sufficiency (no subsidy)	to be set using 2018 data....	Same as baseline <---	To be reported on in the FY 2020 Annual Report

Planned Changes to Metrics/Data Collection:

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

2017-3 EXCEPTION PAYMENT STANDARDS

Statutory Objective: Housing Choice, Self -Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Update:

The CHA acknowledges that the climb out of poverty for families in Charlotte was recorded as last place in 50 of the United States largest cities (*according to the Harvard University and California-Berkeley study on upward mobility*). In an effort to assist families in deconcentrating poverty through upward mobility, CHA has developed a Choice Mobility program called Opportunity Housing Program. To qualify for the program, candidates must meet the following program criteria:

- (1) the head-of-household (HOH) must have an annual income (from work) of \$18,500;
- (2) a child that is living with the HOH (active lease) that is 8 years old or younger;
- (3) the HOH must be receiving case management services from the Client Services Department.

The agency has been working to place families selected for the Choice Mobility program in established “opportunity area” neighborhoods, as 16 families have leased up units through this program since August 2019

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

CHA anticipates that the impact will continue to increase housing options and expand opportunities for housing choice voucher participants. CHA has engaged Baltimore Regional Housing Partnership to identify certain census tracts in Mecklenburg County utilizing research data from institutions including but not limited to North Carolina Universities, city data from Mecklenburg County and US Census Bureau to identify these areas.

Planned Non-Significant Changes:

There are no changes planned to this activity for 2020.



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.	0	5	Will be detailed in FY 2020 Moving Forward/MTW Report

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-1 HOME OWNERSHIP INITIATIVE

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

- Must be a Housing Choice Voucher, tenant based, or RAD PBV program participant.
- Participating households must demonstrate a minimum 24 months of stable employment history or stable receipt of acceptable fixed income for elderly/disabled.
- Must possess a minimum annual income of \$25,500 for families reporting earned income.
- A minimum annual income of \$9,000 for elderly or disabled designated households.

All households must attend a mandatory Orientation Session and participate and successfully complete a CHA approved HUD- certified Homeownership Education and Counseling program. The program provides workshops and individualized tailored counseling plans on budgeting, credit, the home buying process, roles and responsibilities of the lender and realtor. The Homebuyer Education Provider will assess participants for mortgage readiness through review of their tri-merge credit scores, debt ratio, employment history, reserves, and other financial concerns that directly impact the participant’s ability to become mortgage ready. There is an 8-hour workshop provided to each participant once they become mortgage ready. This workshop is recognized by the House Charlotte down payment assistance program. The number of counseling hours needed for each individual is directly correlated to their mortgage readiness status.

Upon closing, a household will continue to be counseled and monitored through the Client Services Department for a period not to exceed three years. Monitoring by Client Services shall serve as an

additional foreclosure prevention measure through financial literacy training and yearly refresher training. The families will also receive Post Homeownership Education and Counseling follow-up services up to 12 months. Each family will construct a new budget reflective of their current status. Additionally, they will participate in workshops about repair and prevention, warranties, roles and responsibilities of the homeowner, community involvement and being a good neighbor.

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

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

Households are responsible for attaining their own financing from a CHA approved lender and will be assisted in identifying both lenders and best financing alternatives through Homeownership Counseling. All mortgages must escrow property taxes and insurance. Participants must also be able to provide a 3% down payment. However, down payment assistance programs, such as the City of Charlotte's House Charlotte Program can be used to meet this requirement. The Charlotte Housing Authority Destination Homeownership program requires the assisted buyer to have a savings of \$1,500 to assist in their earnest money deposits and due diligence payment under the North Carolina purchase contract.

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

Participant households will not be required to participate in annual or interim reexaminations during the program's duration; however, a criminal background check will be conducted biennially on all household members 16 years of age and older and reporting changes as mandated by HUD for the Housing Choice Voucher Program are still in effect. CHA will conduct an initial HQS or UPCS inspection on the home during the contract due diligence period. In addition, the homebuyer will be responsible for contracting with a certified home inspector during the due diligence period. Homebuyers are still bound to certain HUD mandated program rules and are subject to termination from the program and HAP subsidy for any program violations listed within the Statement of Family Obligations Appendix P form that will be part of the formal and binding agreement made between The participant and CHA at closing. In the event of termination from the program/HAP subsidy, a household will be immediately responsible for assuming the entire mortgage commitment.

Assisted buyers can qualify for a hardship expense and HAP adjustment based on extraordinary maintenance expenses, not covered by any insurance or warranties.

Planned Non-Significant Changes:

The Destination Homeownership program is currently working on a partnership with Habitat for Humanity to work with our Homeownership Housing Choice Vouchers.

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-2 TRIENNIAL RE-EXAMINATION

Plan Year Approved, Implemented, Amended:

The Triennial Re-examination was approved in 2016 and was implemented in October of 2018. While HUD has extended the authority to conduct triennial re-examinations (recertifications) for elderly and/or disabled households, INLIVIAN utilized the agency’s MTW flexibility to waive implementation of any Cost-of-Living Adjustments (COLA) between re-examinations.

Description/Update (Proposed Amended Language):

Effective October 2018, INLIVIAN implemented triennial re-examinations for designated elderly and/or disabled households for both the Housing Choice Voucher (HCV) and public housing programs. In response to the conditions created by the coronavirus (COVID-19) that impede the processing of biennial re-examinations during FY2020, INLIVIAN is proposing the expansion of triennial recertifications beyond elderly and/or disabled households. Based on the expected efficiencies that will be created, INLIVIAN looks to continue the implementation across its entire subsidy portfolio, not just those recertifications due in FY2020. INLIVIAN may make necessary adjustments to the frequency of setting payment standards and rent increases to account for the increased time between re-examinations. In addition, as INLIVIAN seeks to evenly distribute the new triennial schedule, recertification dates may be adjusted. INLIVIAN will continue to perform criminal background checks at each scheduled re-examination.

Planned Non-Significant Changes:

As advised by HUD, this change is submitted as an MTW technical amendment, as opposed to a significant amendment.

Planned Changes to Metrics/Data Collection:

INLIVIAN expects to revise baselines and benchmarks during the Plan year to reflect the expansion of this authority. Given the need to implement immediately in response to the conditions created by the COVID-19, INLIVIAN will update the metrics for this initiative as part of the FY2021 MTW Plan submission.

METRIC	BASELINE	BENCHMARK	OUTCOME
Decrease in total cost of task in dollars	To be determined	To be determined	To be updated in the FY2021 Annual MTW Plan
CE#2: Staff Time Savings			

Decrease in total time to complete the task in staff hours	To be determined	To be determined	To be updated in the FY2021 Annual MTW Plan
CE#5: Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	To be determined	To be determined	To be updated in the FY2021 Annual MTW Plan

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

Statutory Objective: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Update:

While elderly and disabled are not required to participate in the work requirement, they are mandated to participate in rent reform. Rent simplification applies to both CHA Public Housing, Housing Choice Voucher and RAD PBV programs. With approval of the revision in the FY 2016 Annual Plan, the work requirement now applies to families that port in to Mecklenburg County.

Rent Reform:

In 2010, as part of our Moving Forward Initiatives (MFI), CHA revised the rent calculation to an income-based, stepped rent process. 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% (as shown in Appendix D of the document). The total tenant payment required by the tenant would be \$125. Annual adjusted income will be used to establish the income band. In 2018, the CHA removed the escrow deposit and replaced it with two new incentive programs; The Challenging Barriers Program and the Milestone Program. The income bands for rent calculation have not changed.

The former escrow credit was designed to help residents on their journey toward self-sufficiency. This program has been modified so that more residents can participate in its financial benefits and achieve their goals. As of January 2018, CHA implemented two new incentive programs. The first, "Challenging Barriers", will help those financially overcome stumbling blocks for such things as car repairs, eye glass replacement, medical expenses, tuition assistance and/or similar types of financial challenges. CHA's second program, "Milestones", will financially reward individuals once certain goals have been accomplished. Examples of such goals include completing a GED, obtaining a degree, a career path certificate or volunteering. CHA wants to continue encouraging our residents to continue reaching for their goals.

The Rent Reform and Work Requirement initiatives were split. Rent Reform began for all conventional public housing and Section 8 participants on December 1, 2010. Participants are still

granted interim rent re-certifications between annual re-certifications provided they have met the established criteria. If there is a decrease in the family’s income or an increase in medical expense or childcare expense which is expected to last longer than thirty days (and will change their flat deduction eligibility), the participant may request that an interim recertification be performed. Participants must still report changes in family size.

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

INLIVIAN’s Alternate Verification Activity, as proposed via COVID-19 related technical amendment, would extend new admission income verifications validity to 180 days from the determination and/or effective date of the lease up instead of 60 days and for annual recertification verifications from 120 days prior to the effective date of the action, to 180 days to the effective date of the action. It is anticipated that this activity will reduce the amount of duplicative work caused by factors in validating all necessary information provided at the time of a completed recertification. This alternate verification activity will extend to all HCV programs including: MTW vouchers, Family Unification Program vouchers, Mainstream Program vouchers, portables, Traditional and RAD-PBVs and VASH vouchers.

Implementation of this feature will complement the agency’s broader rent reform efforts made possible through MTW; and will assist in the agency’s response to COVID-19 as it has impacted INLIVIAN’s clients and the agency’s operations in this area.

The alternative verification feature to the agency’s rent reform “activity” will be applied immediately upon HUD approval. See alternative verification feature metrics, included to entire activity metrics table below for specifically related benchmarks and outcomes.

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	To be reported on in the FY 2020 Annual Report
CE#2 Staff Time Savings			
Decrease total time to complete the task in staff hours	Total amount of staff time prior to implementation of the activity is 3,398 hours	Expected amount of total staff time dedicated 1,908 hours	To be reported on in the FY2020 Annual Report
CE#3 Decrease in Error Rate of Task Execution			
Decrease in average error rate in rent calculation task as a percentage.	The average error rate of task prior to implementation of Blue Horizon was not set	The expected average error rate of task after implementation of the activity will be 12%	To be reported on in the FY2020 Annual Report
CE#5 Increase in Agency Rental Revenue			
Increase in rental revenue in dollars	CHA had agency wide rental revenue of \$4,780,995.99	A project rental revenue of \$2,798,379	To be reported on in the FY 2020 Annual Report

CE #1: Agency Cost Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity – New Admissions: \$4,754 Recertifications: \$9,531	Expected cost of task after implementation of the activity – New Admissions: \$3,333 Recertifications: \$5,313	Actual cost of task after implementation of the activity.	Will report outcomes in 2020 annual report.

CE #2: Staff Time Savings				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity –	Expected amount of total staff time dedicated to the task after implementation of	Actual amount of total staff time dedicated to the task after implementation of	Will report outcomes in 2020 annual report.

	Recertifications:453 New Admissions:224	the activity (in hours) Recertifications: 260 New Admissions: 52	the activity (in hours).	
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Work Requirement:

CHA believes it is essential to create a clear expectation that all applicants and participants who are non-elderly and non-disabled should work. To this end, CHA has instituted a work requirement under which each non-elderly/non-disabled household will be expected to work at least 20 hours per week. The tenants and participants of the CHA have support under the Work Requirement Policy through the Client Services Department. Case Management is available to assist households with identifying strengths, removing barriers to employment and achieving their goals towards self-sufficiency.

At the time of implementation, a household who works less than 20 hours per week will have the work requirement waived for a period of up to 6 months or until a household has found employment; whichever is sooner. For new admissions, employment will be verified at the time of admission to CHA and all households must become compliant within 6 months of admission. All children under the age of 16, who have not graduated from high school or received their GED, must be enrolled in school full time.

During the 6-month introduction period, a participant must be involved in a CHA Approved Work-Related Activity. No sanctions will be issued during this period. Exceptions to this rule may be made on a case-by-case basis. Exceptions may include: short or long term verified medical issues for immediate family members who include spouse, children, parents and grandparents.

To be considered employed, a household must be working for a minimum of 20 hours per week. If this threshold has not been met, after the 6-month introductory period, the household will be placed on a 90-day improvement plan. If the household fails to meet the work requirement after the 90-day improvement plan, Phase I sanctions will apply. When a household’s 90-day improvement plan has expired, and the household is still not meeting the work requirement with 20 working hours a week or engaged in an approved work-related activity, their household will be sanctioned via a calculation of the North Carolina Minimum Wage x the number of hours required.

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

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

Work Related Activities:

- ✓ Life Skills or Moving Forward Program Workshops through the CHA or the Resident Advisory Council.
- ✓ Employment training workshops through the Center for Employment Services.
- ✓ Job Readiness Training (i.e.: Charlotte Area Fund, Center for Employment Services).
- ✓ Vocational educational training - not to exceed 12 months (i.e.: Urban League, Goodwill or accredited/certified institution).
- ✓ Job skills training directly related to employment – On-the-job Training (i.e.: Charlotte Works).
- ✓ Associates or Bachelor’s degree program from an accredited college/university. If in school, must be employed a minimum of 15 hours per week. Work and school must total no less than 15 hours per week.
- ✓ HSD or GED program. If in HSD or GED program, must be employed a minimum of a 15 hours per week. Work and school must total no less than 15 hours per week. Participant must attend HSD or GED program at CPCC, Center for Employment Services, or accredited institution.
- ✓ Community Service Activities (Volunteering) – 8 to 15 hours per week, not to exceed 60 days (must have statement on letter head from the sponsor organization). During volunteering, resident must continue to conduct job search and provide job search log to Case Manager.

Planned Non-Significant Changes:

In 2020, CHA Plans to implement the above sanctioned phases program wide, as the work requirement has been rolled out to all programs effective, January 2018. Applicable sanction actions described above will be prescribed August 2019 to January 2020 (6-month introductory period) to all CHA Housing Choice Voucher households. To prepare, CHA’s HCV Department continues to increase capacity to meet increased assignments in a coordinated manner. CHA anticipates that 90-day work requirement status notifications will be sent out to all HCV households by the beginning of February 2020, so as to document and inform households of work requirement status and instructions for compliance.

Planned Changes to Metrics/Data Collection:

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

2016- 4 SINGLE PLATFORM FOR INSPECTIONS

Statutory Objective: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

CHA received approval to standardize the inspection protocol for all programs in FY 2016.

Description/Update:

CHA may use the Uniform Physical Condition Standard (UPCS) as the model for inspection in lieu of Housing Quality Standards (HQS) and exclude the UPCS inspection criteria that impacts the building systems, site common areas site amenities. In addition, CHA received approval to allow the agency's certified/trained UPCS inspector or HCV certified designees as described in the HCV Administrative Plan to conduct inspection of the units that the agency and/or their subsidiaries has an ownership interest in. CHA does use some of the UPCS components in the RAD PBV units and allows self-certification on annual inspections for tenant-based units.

Planned Non-Significant Changes:

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

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease total cost of re-inspection in dollars	\$73,208 cost for re-inspections (FY2015)	\$24,403 cost for re-inspections	To be reported in the FY2020 Moving Forward Report
CE#2: Staff Time Savings			
Decrease total time to complete reinspection in staff hours	3,748 hours on re-inspections (FY2015)	1249.50 hours on re-inspection	To be reported on in the FY2020 Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Average percent of re-inspections of initial inspections	55% (FY2015)	40%	To be reported on in the FY2020 Annual Report

LOCAL METRIC	2019 BENCHMARK	OUTCOME
Initial inspections pass rate increase	Pass rate of 50%	To be reported on in the FY 2020 Annual Report
Annual Inspections pass rate increase	Pass rate of 30%	To be reported on in the FY 2020 Annual Report
Reduction in re-inspections	Reduction rate of 6%	To be reported on in the FY 2020 Annual Report
Total cost of re-inspections	Reduction to \$23,000	To be reported on in the FY 2020 Annual Report
Total staff time	1,200 hours	To be reported on in the FY 2020 Annual Report

Planned Changes to Metrics/Data Collection:

At this time, local metrics illustrated above more efficiently track progress for current iteration of activity. Metrics will be further evaluated during the reporting process for FY2019 and adjusted as necessary. Standard HUD metrics will not change in 2020. Data collection methods will continue to be evaluated as aspects of activity roll-out, and outcomes are determined.

2016-5 CONTROLLED PROGRAM MOVES

Statutory Objectives: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

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

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 24- month period. Owner agreement to terminate may be applicable in some situations. This activity will apply to all tenant-based voucher holders and port-ins.

Planned Non-Significant Changes:

There are no planned changes to the activity for 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1 Agency Cost Savings			
Decrease in total cost of processing move requests	\$26,230 per 24 months	\$22, 756 per 24 months	To be reported on in the FY 2020 Annual Report
CE#2 Staff Time Savings			

Decrease total staff time (in hours) to complete transfers	1,398 hours per 24 months	1,213 per 24 months	To be reported on in the FY 2020 Annual Report
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Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2016-6 MODIFIED DEFINITION OF ELDERLY

Statutory Objectives: Housing Choice

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

Planned Non-Significant Changes:

There are no planned changes for this activity in 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
HC#1: Additional Units of Housing Made Available			
Number of new housing units made available for households at or below 80% AMI as a result	95	95	To be reported on in the FY 2020 Annual Report
HC#3: Decrease in Wait List Time			
Average applicant time on wait list in months	11 years	16 years	To be reported on in the FY 2020 Annual Report
HC#4: Displacement Prevention			
Number of near elderly households at or below 80% AMI to lose assistance or need to move	338	0	To be reported on in the FY 2020 Annual Report
HC#5: Increase in Resident Mobility			
Number of households to move to a better unit	77	77	To be reported on in the FY 2020 Annual Report

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2011-3 NEW CONSTRUCTION OF AFFORDABLE UNITS

Statutory Objectives: Self Sufficiency, Housing Choice

Plan Year Approved, Implemented, Amended:

The activity was approved in March 2010 as a first amendment to the FY 2011 plan. The activity was implemented in FY 2011, and was amended as New Construction of Affordable Units in FY 2012.

Description/Update:

CHA proposes to redevelop 100% low-income properties into mixed-income communities. The projects will include units intended for a wide range of income levels, from market rate to units that are affordable to those earning less than 30% area median income (AMI). Adding these units will increase housing choices for those needing affordable housing in viable and sustainable projects. These communities will create opportunities for residents to excel in CHA's Moving Forward program.

Planned Non-Significant Changes:

Current projects include:

- Tall Oaks – CHA had fully leased all 81 units of this development by the fall of 2018, now known as The Oaks at Cherry; pre-development activities for Tall Oaks II are in process.
- Approximately 223 units will be constructed on newly acquired land (Baxter Street) or other land acquisitions utilizing FHA financing or other available financial tools. CHA's goal includes mixed income developments and to achieve this goal, multiple properties are required to deconcentrate the poverty as it exists relative to the old public housing configuration. CHA seeks to re-tool its portfolio to eliminate the traditional public housing deal structure where 100% of the property is occupied by low and very low-income families. To that end, CHA is contemplating a Transfer of Assistance of the remaining 86 units of subsidy available at Strawn Cottages and the subsidies for vacant units at Dillehay Courts (a RAD conversion-slanted development) to go to planned new developments that include a range of incomes, up to and including workforce housing and market rate, thus providing housing, and opportunities, for very low-income residents.

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2009-3 COMMUNITY BASED RENTAL ASSISTANCE

Statutory Objectives: Cost Effectiveness, Self Sufficiency, Housing Choice

Plan Year Approved, Implemented, Amended:

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

Description/Update:

CHA operates a Community Based Rental Assistance (CBRA) program (also known as the project

based voucher program. The agency’s CBRA policy can be found in Appendix E of this document. This program encompasses Traditional Project-Based voucher, Special Needs units (elderly, disabled, supportive service and homeless) and Local Rental Subsidy programs for implementation of Community Based Rental Assistance (CBRA). The CBRA policy is also applicable to units converted to PBV under the Rental Assistance Demonstration (RAD) program. There is no annual benchmark for this activity because the CHA Board of Commissioners approves CBRA projects on a case by case basis. In selecting families to occupy Project-Based Voucher (PBV) units the CHA has delegated determination of program and project eligibility to the PBV owner agent. However, CHA standards must still be met. CHA retains the flexibility to use, as necessary, the public housing program guidelines for PBV participants that reside in mixed-finance communities with regard to various operational and procedural functions, including but not limited to, grievance procedures, etc. This streamlined approach creates consistency for residents and efficiencies in application for staff. The CHA may delegate to the owner/agent the full or partial responsibility of administering aspects of the CBRA program. This may include: waiting list selection and administration, eligibility, admissions and functions related to continued occupancy to include, but not limited to regularly scheduled recertification, interim recertification and transfer moves, at the property level based on the community’s approved tenant selection plan and the CHA Administrative Plan. The owner/agent is also authorized to administer grievance processes/informal hearing process provided that no cause evictions are not permitted and all policies and practices comply with fair housing and other related requirements.

Traditional Project Based Voucher Activity

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

Traditional Project Based Voucher Activity

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#2 Staff Time Savings			
Decrease total time to complete the inspections in staff hours.	Total staff time dedicated to inspections prior to implementation of the activity is 272 hours	272 hours	To be reported on in the FY 2020 Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease in the average percent error rate in completing HQS and UPS inspections.	Average (%) failed HQS inspections and UPCS inspections prior to	0%	To be reported on in the FY 2020 Annual Report

implementation equal 4% and 14.99% respectively.

Supportive Housing Project-Based Activity

In FY 2009, CHA was approved to implement Housing for Persons with Disabilities, Special Needs and Homeless. The activity was implemented in FY 2009. The activity enables CHA to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the income-based housing opportunities in the Charlotte community.

The activity has impacted Charlotte’s supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte’s continuum of care. Without CHA’s fund leveraging or resource commitment, projects may be delayed or not occur. As of June 2018, CHA has provided a total of 120 units at Moore Place, 15 for Supportive Housing Communities (moved to Local Rental Subsidy when they became scattered), 26 PBV and 63 RAD PBV at McCreech, and 60 units at Hampton Creste Apartments, which are RAD PBV.

Through MTW flexibility, CHA allows supportive housing programs to operate on a month to month lease, rather than requiring them to modify their program to comply with existing HUD regulations requiring 12 month initial leases. This is significant in respect to non-compliance and participant termination. CHA may also designate certified UPCS and/or HQS certified Supportive Housing staff as HCV Inspectors, as described in the Implement a Single Platform for Inspections activity and HCV Administrative Plan, in order to conduct initial/new move-in inspections. Supportive Housing sites must have a track record of passing CHA initial inspections in order to be designated as an HCV Inspector. This flexibility is significant because it aligns with the fundamental goal of rapid re-housing by reducing the amount of time a person is homeless.

Supportive Housing Project-Based Activity

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#4 Increases Resources leveraged			
Increase in amount of funds leveraged in dollars	Amount of leverage prior to implementation of the activity is \$0.	Expected amount leveraged is \$2,300 per family for supportive services	To be reported on in the FY 2020 Annual Report
HC#5: Increase in Resident Mobility			
Number of new housing units made available for special needs, homeless or disabled households at or below 80% AMI as a result of the activity	0	0	To be reported on in the FY 2020 Annual Report

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 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. CHA is collaborating with four partners to implement the Local Rental Subsidy Program:

a. Charlotte Family Housing (CFH) receives 40 rental subsidies. 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. The CFH program targets families who are situationally or transitionally homeless and ready for transition from local shelters. The CFH program is a collaborative effort that joins local agencies that are already providing services to this population with funds from the faith community, the corporate community and the public sector. The goal is to help families achieve self-sufficiency within three to five years by providing comprehensive family development via social work, intensive case management and access to services while the family is permanently housed in a stable apartment community.

CFH has established operating procedures, landlord relationships and administrative staff to deliver wrap-around services and assist families in locating suitable housing. The CFH partnership enables delivery of supportive services at no cost to CHA. CHA and CFH may modify the \$500 subsidy cap for working households due to the impact on larger families' ability to locate units below the CHA payment standard.

b. A Stable Home (ASH) is collaboration with A Child's Place, and CHA to provide stability for homeless school children and their families.

ASH case managers identify and refer homeless families at participating schools for participation in the local Rental Subsidy Program. CHA provides case management to referrals that meet HCV eligibility and Family Self-Sufficiency/Moving Forward Supportive Services program requirements. CHA provides the flexibility for ASH's voucher allocation up to 50 based on their average utilization rate.

c. Supportive Housing Communities (SHC), formerly known as Weyland II, receives 15 rental subsidies for chronically homeless families and/or individuals with disabilities. SHC transitioned from a site-based rental subsidy program at Weyland Apartments to a scattered-site program in 2016. Referrals for the SHC local Rental Subsidy Program are received by SHC through Mecklenburg County's Coordinated Assessment. Coordinated Assessment aims to connect individuals and families who are homeless, or at imminent risk of becoming homeless to available shelter and housing resources in the Charlotte-Mecklenburg community. Supportive services are provided to

families participating in the SHC Local Rental Subsidy Program. Families must comply with HCV requirements and SHC supportive services to maintain continued eligibility.

d. Urban Ministry Center (UMC) has received an allocation of vouchers to serve chronically homeless families and/or individuals with disabilities. The first phase of the Local Rental Subsidy Program was implemented in 2017 with 15 initial vouchers and may increase up to 120 voucher subsidies based on utilization. Referrals for the UMC Local Rental Subsidy Program are received through Mecklenburg County’s Coordinated Assessment. Coordinated Assessment aims to connect individuals and families who are homeless, or at imminent risk of becoming homeless to available shelter and housing resources in the Charlotte-Mecklenburg community. UMC provides supportive services to families participating in the Local Rental Subsidy Program. Families must comply with HCV requirements and UMC supportive services to maintain continued eligibility.

Local Rental Subsidy Activity

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 TBD	implementation of the activity TBD Expected cost of task after implementation of the activity TBD	To be reported on in theFY2020 Annual Report
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.	To be reported on in theFY2020 Annual Report
CE#3: Decrease in Error Rate of Task Execution			
Decrease average error rate in completing a task (HAP calculation) as a percentage.	Average error rate of task prior to implementation of the activity is TBD	Expected average error rate of task TBD	To be reported on in the FY2020 Annual Report
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation of the activity is \$0.	Expected amount leveraged for supportive services is \$5,000 per family	To be reported on in theFY2020 Annual Report
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 \$12,630 (2.5%)	To be reported on in theFY2020 Annual Report
SS#3: Increase in Positive Outcomes in Employment Status			

Employed Full Time	Head of households employed full time prior implementation: 23	Expected head of households employed full time is 25	To be reported on in the FY2020 Annual Report
SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase in number of households receiving services aimed to increase self- sufficiency	Households receiving self-sufficiency services prior to implementation of the activity is 0	Expected number of households receiving self-sufficiency services is 50	To be reported on in theFY2020 Annual Report
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 0	To be reported on in theFY2020 Annual Report
HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result	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 154	To be reported on in theFY2020 Annual Report

Planned Non-Significant Changes:

There are no planned changes to the activity or associated programs for 2020.

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2009-5 MOVING FORWARD SUPPORTIVE SERVICES

Statutory Objectives: Cost Effectiveness, Self Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

The Moving Forward Supportive Services (MFSS) Program operates across the twenty-two (22) converted RAD PBV sites, one Public Housing Site (Dillehay), as well as HCV participants. This program supports the Work Requirement Policy and is the combination of the traditional family self-sufficiency (FSS) program and the newer MTW Moving Forward Self-Sufficiency program. In 2010, FSS contracts were no longer offered and those who were under a traditional FSS 5-year contract had the option to remain under their FSS contract or roll under the new Moving Forward Supportive Services program. Under this program, applicants must be willing to finish a high school diploma or earn a GED during participation in the program. During the first six (6) months they are encouraged to become employed with a minimum of 20 hours per week and willing to enroll in school and/or job training. Applicants must demonstrate motivation towards self-sufficiency. Although the contract of participation is still a part of the Moving Forward Supportive Services program, a time frame is not set. Continual progress towards self-sufficiency is expected with an average program time being seven (7) years.

CHA Combined Moving Forward Programs:

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1: Agency Cost Savings			
Decrease in total cost of average supportive services in dollars.	Total cost prior to implementation is \$2,300 per household	Expected cost of task is \$1,300 per household	To be reported in the FY2020 Moving Forward Report
CE#2: Staff Time Savings (calculated by tier level of caseload)			
Total time to complete the task (case management) in staff hours	Total amount of staff time dedicated to the task prior to implementation is 100	Expected amount of total staff time dedicated to the task is >= 150 hours monthly	To be reported in the FY2020 Moving Forward Report
CE#4: Increase in Resources Leveraged			
Increase in amount of funds leveraged in dollars	Amount leveraged prior to implementation is \$0	Expected amount leveraged is \$8,000	To be reported in the FY2020 Moving Forward Report
SS#1: Increase in Household Income			
Increase in average earned income (1% increase) of households affected by this policy in dollars.	Averaged earned income of households affected by this policy prior to implementation of the activity is \$13,779	Expected average earned income of households affected by this policy after implementation of this activity: \$16,640	To be reported in the FY2020 Moving Forward Report
SS#3: Increase in Positive Outcomes in Employment Status			
# Employed FT (32+)	23	≥250	To be reported in the FY2020 Moving Forward Report

# Employed PT (1-31)	54	≥350	To be reported in the FY2020 Moving Forward Report
Enrolled in an Educational Program	2	50	To be reported in the FY2020 Moving Forward Report
Enrolled in Job Training Program	2	50	To be reported in the FY2020 Moving Forward Report
Unemployed	≤23	≤750	To be reported in the FY2020 Moving Forward Report
Other (workshop)	≥23	≥300	To be reported in the FY2020 Moving Forward Report
SS#4: Households Removed from TANF			
Decrease in number of households receiving TANF assistance	Households receiving TANF prior to implementation of the activity is 3	Households receiving TANF 35	To be reported in the FY2020 Moving Forward Report
SS#5: Households Assisted by Services that Increase Self Sufficiency			
Increase in number of households receiving services aimed to increase self-sufficiency.	Households receiving self-sufficiency services prior to implementation is 78	Expected number of households receiving self-sufficiency services is ≥	To be reported in the FY FY2020 Moving Forward Report
SS#8: Households Transitioned to Self Sufficiency			
Increase in number of households transitioned to self-sufficiency.	Increase in number of households transitioned to self-sufficiency prior to implementation is 2	Increase in number of households transitioned to self-sufficiency 13	To be reported in the FY FY2020 Moving Forward Report

* Adjusted to match combined performance across all Moving Forward Programs

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

Planned Non-Significant Changes:

There are no planned changes to the activity for 2020.

Planned Changes to Metrics/Data Collection:

The above metrics are based on the Moving Forward Program and will be reviewed on an annual basis due to program attrition. In Plan year 2019, four metrics were adjusted and metric tables adjoined to more precisely depict current iteration of program and to more efficiently measure and record performance across all MFSS programs.

2009-8 LAND ACQUISITION FOR FUTURE USE

Statutory Objectives: Housing Choice, Self Sufficiency

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

This MTW initiative has allowed CHA to work in partnership with Mecklenburg County officials to negotiate a land swap for land that they own that is contiguous to the Charlottetown Terrace site. The result will provide Horizon Development Properties (HDP), CHA's wholly-owned real estate development non-profit subsidiary, with developable land to build housing opportunities, in a mixed-income community, with a nearby park that is being expanded by the County because of the land swap. The land swap received HUD approval and closing occurred in the first quarter of 2019.

The resultant future development is referred to by CHA as Baxter Street. CHA has completed the process of acquiring two acres of land through a land swap with Mecklenburg County along with the additional acquisition of an abutting acre of land from the County using MTW funds in 2018. This land swap and acquisition will result in a 3-acre parcel and an exciting development opportunity for CHA. A mixed-income development that is predominantly work force (80% AMI), market rate and may include some 30% AMI units to be built on the consolidated parcel which is adjacent to a CHA senior high-rise (100% RAD) project. The inclusion of the higher incomes at the adjacent Baxter Street project to be developed by HDP will create a mixed-income project by virtue of the proximity of extremely-low income households (at Charlottetown Terrace) and the workforce and market-rate units (at Baxter Street). As noted, there may also be some number of lower incomes at Baxter Street. CHA's goal includes mixed income development and to achieve this goal, multiple properties are required to deconcentrate poverty. CHA seeks to eliminate 100% very low-income family properties from its portfolio. To that end, CHA is contemplating a Transfer of Assistance of the remaining 86 units of subsidy available at Strawn Cottages and the subsidies for vacant units at Dillehay Courts (a RAD conversion-slated development) to go to a planned new development of workforce housing, thus providing housing for very low-income families in a mixed-income environment. Baxter Street would be one such community.

CHA continues to monitor the market for land opportunities to advance development efforts and provide new opportunities for housing choice. The City of Charlotte is experiencing an affordable housing crisis and has established a priority to combat the lack of affordable housing in the Charlotte community. In August 2018, the City Council voted to bring to the November ballot, an increase to the City's Housing Trust Fund from \$15M to \$50M for the next 2 years. This Fund provides leverage to tax credit applications and other affordable housing initiatives. Further, the City issued an RFQ at the beginning of 2018 for affordable housing developers to acquire City-owned parcels and develop them with new affordable housing units. CHA responded to this RFQ and was selected to acquire four City-owned sites (Toomey Avenue and (3) Freedom Drive sites).

Planned Non-Significant Changes:

There are no planned changes to this activity for 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#4: Increase in Resources Leveraged			
Increase amount of funds leveraged in dollars	Increase in amount of funds leveraged prior to start of this activity was \$0	The expected amount of funds leveraged after this activity is \$30,000	To be reported on in the FY 2020 Annual Report

Planned Non-Significant Changes:

There are no planned changes to this activity for 2020.

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

2008-3 INVESTMENT POLICIES CONSISTENT WITH STATE LAW INITIATIVE

Statutory Objectives: Cost Effectiveness

Plan Year Approved, Implemented, Amended:

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

Description/Update:

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

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

The activity has allowed CHA to achieve higher earnings on idle funds in a safer, more liquid environment. The interest rates during the baseline period averaged 4.41% per month. The current average interest rate as of July, 2019 is 2.01%. CHA has experienced a higher interest rate under the new portfolio strategy since implementation began in 2009, resulting in a higher net portfolio return which achieves greater cost effectiveness in Federal expenditures. The chart below illustrates the outcome compared to the baseline and benchmark.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#4: Increase in Resources Leveraged			

Increase amount of funds leveraged in dollars	Increase in amount of funds leveraged prior to start of this activity was \$0	The expected amount of funds leveraged after this activity is \$30,000	To be reported on in the FY 2019 Annual Report
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Planned Non-Significant Changes:

There are no planned changes to this activity for 2020.

Planned Changes to Metrics/Data Collection:

CHA does not expect any modifications to metrics, baselines, or benchmarks during the Plan year.

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

Statutory Objectives: Cost Effectiveness, Housing Choice

Plan Year Approved, Implemented, Amended:

CHA received approval to implement increasing the acquisition/rehabilitation of existing 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.

Description/Update:

CHA is anticipating the purchase of expiring tax credit and market rate units. CHA has had success in the past acquiring and rehabilitating properties that were at the end of the tax credit compliance period but still had the extended use agreement in place. After acquisition, the properties will be rehabilitated. First Ward Place, CHA’s first Hope VI, is presenting itself as an opportunity to be acquired at the end of its compliance period. The two-phase project contains 283 total units with RAD, tax credit and unrestricted market units. The property is in a high opportunity area and preservation of income restricted units is a high priority. CHA is considering acquiring this property through HDP, it’s non-profit subsidiary and recapitalizing the asset using 9% tax credits and commercial debt. The surge in demand for high-end rental is putting pressure on the moderately priced apartment complexes (NOAHs) so finding a complex to purchase is challenging in this seller’s market. Demand outstrips the supply creating higher than average demand and limiting opportunities for acquisitions in the Charlotte Market, however, we continue to look for opportunities. Individuals who reside within the acquired properties will be processed as necessary in accordance with the applicable relocation policies.

Planned Non-Significant Changes:

There are no planned changes to this activity for 2020.

METRIC	BASELINE	BENCHMARK	OUTCOME
CE#1: Agency Cost Savings			
Decrease in total cost of unit acquisition	Cost of building new units prior to implementation was ~\$120,000 per unit	Expected cost of acquiring and rehab is ~\$150,000 per unit	To be reported on in the FY 2020 Annual Report
HC#1: Additional Units of Housing Made Available			
Increase in number of new housing units made available for households at or below 80% AMI as a result of the activity.	There were 0 housing units of this type prior to implementation of this activity.	Expected number of housing units of this type is 618	To be reported on in the FY 2020 Annual Report
HC#4: Displacement Prevention			
Decrease in number of households at or below 80% AMI that would lose assistance or need to move.	Households losing assistance/moving prior to implementation of the activity was 0	Expected households losing assistance or moving after implementation of the activity is 0 for FY2020	To be reported on in the FY 2020 Annual Report
HC#5: Increase in Resident Mobility			
Increase in number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity.	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation was 0	Expected households able to move to a better unit and/or neighborhood of opportunity is 100 for FY2020	To be reported on in the FY 2020 Annual Report

Planned Changes to Metrics/Data Collection:

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

B. NOT YET IMPLEMENTED ACTIVITIES

All active initiatives plan to be implemented in FY 2020 except for those explicated in the “Activities on Hold” Section, below.

C. ACTIVITIES ON HOLD

2008-2 PARTICIPANT AND LANDLORD TRACKING

Statutory Objectives: Housing Choice

Activity Description and Background:

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

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

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

2013-2 BIENNIAL AGENCY-WIDE INSPECTIONS

Statutory Objectives: Cost Effectiveness

Activity Description and Background:

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

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

D. CLOSED OUT ACTIVITIES

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

The Activity Closed out in 2018.

CHA received approval in June of 2014 and the initiative was amended FY 2015 to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both. The agency implemented the activity in FY 2015. CHA will 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 Creste. The Salvation Army (TSA) is responsible for providing the supportive services.

2009-6 YOUTH INITIATIVES

The Activity Closed out in 2015.

In FY2009, CHA was approved to establish a Cooperative Agreement to Form Partnerships with Communities In School (CIS), Charlotte-Mecklenburg Schools(CMS), Partners in Out of School Time (POST), and the Charlotte Housing Authority Scholarship Fund (CHASF) in order to connect CHA participants to programs and services that address truancy, post- secondary education preparation,

and academic performance improvement. The Agreement has expired; however, CHA's focus continues to be on providing services for youth that are assisted by CHA housing programs as a means to help break the cycle of generational poverty. The authority will be seeking other partners and initiatives which can provide outcomes for the desired metrics for CHA's student portfolio. CIS's data was reporting aggregate data and did not allow CHA to see the progress of its student population.

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

The Activity closed out 2013.

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

2008-2 BIENNIAL REVIEW PROCESS FOR ELDERLY AND DISABLED

The Activity closed out 2013.

A biennial review process for elderly and disabled heads of households was approved by HUD for FY2009. Implementation of the Biennial Review Process began December 2010. The activity is being closed out because the agency has implemented an agency wide Biennial Process. The elderly and disabled will be reported on as part of the entire agency report on skipped/conducted. The activity was closed out FY 2013.

2008-5 GOOD NEIGHBOR TRAINING

The Activity closed out 2014.

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

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

2008-2009 DEVELOPMENT OF LOCAL DESIGN STANDARDS

The Activity Closed out in 2014.

CHA proposed and received approval for the Development of Local Design Standards in the Fiscal Year 2008 – 2009 Moving Forward Annual Plan. The design standards were created in the fiscal

year, however utilization did not begin until 2011 because there were no new construction projects that received funding or started that would necessitate the stated guidelines.

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. SOURCES AND USES OF MTW FUNDS

ESTIMATED SOURCES AND USES OF MTW FUNDING FOR THE FISCAL YEAR

<u>FDS Line Item</u>	<u>Sources</u>	
	<u>FDS Line Item Name</u>	<u>Dollar Amount</u>
70500 (70300+70400)	Total Tenant Revenue	\$286,415
70600	HUD PHA Operating Grants	\$71,271,733
70610	Capital Grants	\$4,621,960
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$50,000
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$15,761,935
70000	Total Revenue	\$91,992,043

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

USES		
<u>FDS Line Item</u>	<u>FDS Line Item Name</u>	<u>Dollar Amount</u>
91000 (91100+91200+91400+91500+91600+91700+91800 +91900)	Total Operating - Administrative	\$6,615,376
91300+91310+92000	Management Fee Expense	\$2,358,233
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$118,526
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$429,988
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$631,502
95000 (95100+95200+95300+95500)	Total Protective Services	\$13,185
96100 (96110+96120+96130+96140)	Total insurance Premiums	\$112,354
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$20,000
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	Housing Assistance Payments + HAP Portability- In	\$72,046,662
97400	Depreciation Expense	\$0
97500+97600+97700+97800	All Other Expenses	\$9,646,217
90000	Total Expenses	\$91,992,043

DESCRIPTION OF PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

With Every Heart Beat is Life (WEHL) - The With Every Heartbeat is Life Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. Since 2009, CHA has participated in the National Heart, Lung, and Blood Institute (NHLBI) With Every Heartbeat is Life(WEHL) initiative. The Goals of the WEHL program for 2020 will consist of continuing to promote the WEHL program throughout all CHA communities. Proposed activities include:

- *Successfully completing a minimum of a 10- week class session
- *Successfully graduate a minimum of 75 residents
- * Continue to promote residents to increase their physical activities and consumption of fresh fruits and veggies.

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

The CHA's Maximize Your Potential Academic Enhancement Program (MAX), is a youth development program that aims to provide middle and high school youth the skills and resilience needed to prepare for academic success in high school, college and beyond. Over the course of a school year, students will participate in stimulating college and career readiness workshops and activities designed to develop intrinsic motivation and the confidence students need to be successful in their postsecondary future. To help improve their academic performance, students will receive assistance with homework and other classroom assignments. To maximize the needs of students, we focus on three key aspects of success: motivation, achievement, and excellence.

The Center for Employment Services (CES) is a Moving Forward Initiative to promote employment and self-reliance in West Charlotte. One of the largest barriers to employment residents face is lack of job skills or training. CES focuses on addressing this issue. Our overall goal for the center is for all Public Housing Residents and Housing Choice Voucher Participants to have services, training and support to become employed. To ensure the employment services were accessible, CHA chose a location in West Charlotte on the CATS bus line. Located at the corner of Caronia Street and Clanton Road, CES provides free office space to several local service providers to bring career development opportunities to the area. Current partners residing at the center include Training Within an Industry Niche (TWIN) and Grace-Mar Services, Inc.

Resident Safety Initiative, piloted by the Resident Safety Department is charged to provide a safe and stable environment for CHA residents. Through crime prevention initiatives, lease enforcement procedures and increased communication, CHA has improved relationships with, CHA residents, and the Charlotte Mecklenburg Police Department, and in turn, the greater Charlotte community. Strengthening these efforts will continue to assist in maintaining and enhancing ongoing initiatives in the communities, as well as enhancing our portfolio. The Resident Safety Department looks to expand the types of crime prevention initiatives and program enforcement initiatives for both CHA developments and Housing Choice Voucher Program clients. Resident Safety leadership 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 community. The strategies to be implemented represent a comprehensive effort to decrease the actual crime incidents and public perception of an unsafe environment in the CHA communities. The following activities will be initiated through FY 2019 and FY 2020 to improve the quality of life for CHA residents. The planned activities are:

- Providing year-round Private Security at our Senior and Active Adults High-rise Sites
- Upgrade and install a new Surveillance Camera System at 32 communities of our existing site including a mini Command Center at our Administration Headquarters Building.
- Implemented Active Shooter Survival Training for CHA staff.

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. These activities will positively impact families expanding housing choices and promoting environments favorable to work-life, and self-

sufficiency. The safety and well-being of their children is one of the primary concerns for families when selecting housing options 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.

Baselines and Goals

There were 1092 crimes reported within CHA properties in 2018. This baseline was established based on crime statistics provided by Charlotte-Mecklenburg Police Department. The goal is to reduce crime within CHA properties by 5% each fiscal year for 5 years.

Data Collection and Metrics

CHA's Resident Safety Department will continue to partner 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.

B. LOCAL ASSET MANAGEMENT PLAN

IS CHA ALLOCATING COSTS WITHIN STATUTE?

Yes.

IS CHA IMPLEMENTING A LOCAL ASSET MANAGEMENT PLAN (LAMP)?

No, therefore No LAMP documentation provided in Appendix. CHA does not plan or intend to make any associated changes during the plan year.

C. RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

DESCRIPTION OF RAD PARTICIPATION

CHA has almost completed a RAD portfolio conversion. As of June 2019, we have closed on 48 developments and 3,179 units. We have received CHAPs for the remaining two developments. We anticipate closing on one development in summer 2019 (67 units) and the final development (136 units) by 2020. We are moving all our ACC units to the RAD PBV platform and have used the RAD Transfer of Assistance to change many traditional Project Based Vouchers to RAD PBVs, allowing a development to operate on a single RAD platform, thereby increasing operational efficiencies. These TOAs also allow those traditional PBVs to return to CHA's tenant-based voucher pool so they can be issued to a household on our lengthy waiting list. CHA also has several land transfers underway as allowed under the RAD Notice, transferring vacant land parcels from CHA to CHA's non-profit development subsidiary, Horizon Development Properties, Inc., so the properties can be used for affordable housing purposes. The RAD MTW Significant Amendment was approved in February

of 2016. A proposed RAD Significant Amendment concerning *Total Tenant Payment Exceeding Gross Rent* is pending approval and a redlined version is included in appendix H of this plan.

HAS THE MTW PHA SUBMITTED A RAD SIGNIFICANT AMENDMENT IN THE APPENDIX?

Yes.

IS THE RAD SIGNIFICANT AMENDMENT SUBMITTED AS APPENDIX, THE FIRST?

The original RAD Significant Amendment was introduced in the FY 2016 MTW Plan. The most recently proposed modification amends specifics detailing total tenant payments when over subsidy. The agency is currently evaluating if or on what basis Section 18 can be used to convert an amount of its remaining Public Housing units to RAD (see appendix H of this plan

VI. ADMINISTRATION

A. BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE

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

B. DOCUMENTATION OF PUBLIC PROCESS

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

C. PLANNED AND ONGOING EVALUATIONS

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

- Biennial Moving Forward report
- Work requirement impacts on pilot site participants
- Evaluation of landlord participation in CHA's Housing Choice Voucher program

D. LOBBYING DISCLOSURES

There are no lobbying activities to disclose. Proper documentation included as Appendix H.

E. APPENDIX LISTING

- Appendix A: Certification of Compliance
- Appendix B: Board Resolution
- Appendix C: Documentation of Public Process
- Appendix D: Sample of Rent Bands by Bedroom Size
- Appendix E: Community Based Rental Assistance (CBRA) Policy
- Appendix F: Additional Agency Activities
- Appendix G: Demolition/Disposition Activity
- Appendix H: RAD Significant Amendment as proposed
- Appendix I: Lobbying Disclosure Forms

